



Retail Operations Manual

EXCELLENCE
THROUGH
PEOPLE



ROM

ADMIN.

Retail Operations Manual

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Retail Operations Manual

Subject: Recruitment – General Guidelines - ROM No. 700.00.00

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Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

A. **GENERAL EMPLOYMENT GUIDELINES**

All persons are equal in dignity and human rights, without regard to race, creed, religion, colour, sex, marital status, physical or mental disability, age, nationality, ancestry, place of origin, sexual orientation or convictions for which a pardon has been granted.

1. **Resourcing Plan**

General Managers will maintain an active resourcing plan (*Appendix A*) including:

- (a) An annual review of resourcing strategies.
- (b) Management awareness and training in resourcing.
- (c) Recruitment practices.
- (d) Employee and community career awareness.
- (e) Identification of flow through positions and training/development needs.
- (f) Identification of student development trainees.

2. **Employment of Family Members**

No two members of one family shall be employed in situations where one exercises authority over the other. Family refers to spouse, mother, father, brother, sister, children, mother-in-law, father-in-law, brother-in-law, sister-in-law, niece, nephew, common law arrangements and other family relationships of a close nature.

The final decision will be made by the General Manager.

3. **Employment Practices**

- (a) Requests for transfers from one department to another will be considered by the General Manager.
- (b) Promotions will be based on the employee's performance record, potential for increased responsibility and further development, and the initiative that has been demonstrated in preparing for more responsible positions.

- (c) The system recognizes that some employees' responsibilities may eventually exceed their abilities. Every attempt will be made to encourage and place these employees in meaningful positions commensurate with their abilities.
- (d) Other things being equal, an applicant with a co-operative background will be given preference.
- (e) A candidate may be requested to have a medical examination after confirmation of employment. The cost of such an examination is to be incurred by the co-operative.

4. **Discriminatory Practices Prohibited**

- (a) In receiving, categorizing, screening and following up on applications for employment, or in hiring of employees, the Co-operative will not ask for or consider the potential employee's race, creed, religion, colour, sex, marital status, physical or mental disability (in the absence of bona fide occupational requirements), age, nationality, ancestry, place of origin, sexual orientation or convictions for which a pardon has been granted, except as it pertains to the Co-operative's initiatives for increasing the participation rates in the Co-operative's workforce of females in non-traditional roles, aboriginal peoples, members of visible minorities and persons with disabilities.
- (b) Following the hiring of employees, the Co-operative will not have different terms or conditions of employment based upon the items listed in 4(a) for a person or class of persons.
- (c) "Sex" for the purposes of the Human Resources Division's policies not only includes the discrimination of gender of the person, but also pregnancy and pregnancy-related illness, and discrimination in employment relating to the employee's reaction to sexual advances of a supervisor or another employee.
- (d) For the purpose of the Human Resources Division's policies, it is guaranteed that no employee will have different conditions for continuing employment; for promotion; or for training and development within the Co-operative on the basis of those items listed above.

B. **SECURITY CLEARANCE/PROBATIONARY PERIOD**

All employees must, as a condition of employment, provide a Security Clearance report in a format determined by the co-operative. An employee must maintain his or her security clearance as a condition of employment, and may be required to provide proof of this.

All new employees will serve a probationary period of six months, or as designated in the collective bargaining agreement, prior to being accepted for permanent employment status.

C. **SENIORITY**

For the various Human Resources policies, there are two dates that are used in administration of these policies. They are as follows:

1. **System Seniority Date (System or CRS Date)**

The System seniority date is the date that the person last entered service in the Co-operative Retailing System in the area serviced by FCL.

2. **Retail Seniority Date (Retail Date)**

The retail seniority date is the date the person last entered service in this retail co-operative (or its branches).

Notes on Seniority

1. The co-operative will prepare and post, in January of each year, a seniority list. The list will consist of the following:
 - Employee's Name
 - Job Classification
 - System Seniority Date
 - Retail Seniority Date
2. Employees on authorized leave of absence, with the exception of parental leaves, shall retain full seniority rights less the time concerned by the leave of absence. Seniority dates are not to be adjusted for a break in employment due to parental or maternity leave, an authorized leave of absence with pay, service in the Armed Forces during emergencies.
3. Employees on WCB payment or receiving Long Term Disability (LTD) benefits shall accumulate seniority during such disability on WCB claim to a maximum of 24 months.
4. For employees working less than full-time hours, they shall accumulate seniority on the basis of actual hours worked.

STRATEGIC RESOURCING PLAN FOR _____ CO-OPERATIVE

INITIATIVE	WHO RESPONSIBLE	DATE	ACTION TO DATE
Management Awareness <ul style="list-style-type: none"> - Quarterly meeting agenda item to create awareness and review progress. - Identify specific training for management development. - “Resourcing” – recruiting candidates for CRS – as a KPA on Performance Plan and Appraisal. - Have all employees who leave complete an Exit Interview form. 	General Manager General Manager & Dept Managers General Manager General Manager & Dept Managers	Jan, April June, Nov	
Career Awareness <ul style="list-style-type: none"> - Organize attendance at local community initiatives – career fairs, high school classroom presentations. - Region HR to provide informal career awareness sessions. - Career Awareness for ALL employees including 518-1 Career Development form. - Post HRI sign-up sheet in staff room. 	General Manager General Manager / Region HR General Manager & Dept Managers General Manager	Annually Annually Annually as Requested Annually	
Recruitment Practices <ul style="list-style-type: none"> - Maintain high quality selection standards for all positions. - Have all managers attend #70 seminar. - Use multi-level interviewing, Wonderlic pre-employment assessment and reference checks. - Use P.O.S. recruitment materials. - Make use of all career promotional material available. 	General Manager General Managers & Dept Managers All Management	Every 3 yrs Ongoing Ongoing	
Flow-Through Positions <ul style="list-style-type: none"> - Identify one succession track position. - Hire only employees who can advance at least one level beyond the one they are hired for. 	General Manager General Manager & Dept Managers	Annually Ongoing	
Training <ul style="list-style-type: none"> - Provide performance and training plans for all employees. - Promote the Development Certificate program. - Ensure all employees with potential are included in Region Resourcing Plan. - Ensure all Dept Managers provide a list of all employees with potential for development. 	All Management All Management General Manager All Management		Quarterly

Subject: **Recruitment - Employee Files - ROM No. 700.00.01**
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EMPLOYEE FILES

The General Manager is responsible to establish and maintain the personnel files of all full-time and permanent part-time employees.

D. Access to Files

- (a) Individuals having access to an employee's file shall be restricted to the following:
 2. (a) Employees may view their own file in a place designated by the co-operative.
 3. (b) The employee's immediate supervisor and those who have direct line or functional authority over the employee.
 4. (c) Management staff to whom the employee has been referred as a candidate for a position.
 5. (d) The Human Resources Department.

E. Information to be in Files

- (a) Only information that the employee is aware of or that there is reasonable grounds to believe they are aware of. The information must be current and/or relevant.
 - i) Form 518 – Personal Inventory Record, complete and up to date, (*Appendix A*).
 - ii) Mobility Control Sheet – to be updated every time an employee applies for or is approached for a job.
 - iii) Form 518-1 – Employee Career & Development Update (including students and part-time employees). Do not keep this longer than 2 years. (*Appendix B & C*).
 - iv) Performance Appraisals – keep for the last 3 years only.
 - v) Disciplinary Letters – do not keep longer than 3 years for minor offenses. Major problem areas should remain on file for a minimum of 5 years. Removal will then be referred to and decided by the General Manager.
 - vi) Relevant correspondence with employee.
 - vii) Benefit forms such as GL340, GL135 and Change of Beneficiary.
 - viii) Form #544 – Medical Examination on Employment.
 - ix) Application for Employment Form L-345 (*Appendix D*) and resume (if available).
 - ix) Security clearance form.

F. Maintaining the Files

- (a) Keep 518 (Personal Inventory Record) updated as follows:
 - Picture of employee with date taken.
 - Test results. Record the dates when administered and percentile score achieved. Do not record tests when there is no percentile score.
 - Performance Appraisals. Record results of performance rating.
 - Education. Record as complete as possible.
 - Courses. Restrict to CRS courses or external courses that are significant in terms of the employee's qualifications or further development.
- (b) Forward a copy of all relevant documents to FCL Region Human Resources Department. They will maintain files on all employees who are included in the Human Resources Inventory Program.

FORMER EMPLOYEES

The termination section of 518 will be completed prior to being put in the overflow files.

The files of terminated employees will be kept for a minimum of 10 years. The General Manager will decide on action to be taken after that time.

REFERENCE CHECKS OF EMPLOYEES

All reference requests, verbal or written, from outside the CRS for present or former employees, should be referred to the General Manager.

Information provided will be factual and supplied only with the employee's written consent and include the following:

- (a) Date of employment.
- (b) Positions held.
- (c) Salary.
- (d) Last two performance ratings.

EXIT QUESTIONNAIRES

All employees who leave the CRS for any reason should be invited to complete an Exit Questionnaire.

Questionnaires may be completed in person with the General Manager, Department Manager, or by mail using one of the forms following this section. . (*Appendices E, F, G*)

General Managers will review all completed questionnaires observing any trends and taking action where necessary on recurring issues

A copy of the questionnaire completed by a terminating management employee should be forwarded to the FCL Region Human Resources Department.

FORM 518
PERSONAL INVENTORY RECORD
(Available from Stationery)

(Front of Form)

PERSONAL INVENTORY RECORD

Form 518 (Rev.99) Item #436865

(Back of Form)

EDUCATION

CO-OPERATIVE RETAILING SYSTEM COURSES

TESTS

EMPLOYEE CAREER AND DEVELOPMENT UPDATE

Career advancement depends a great deal upon individual skills, knowledge, job performance, initiative, and personal goals and interests. By completing this form, you will be updating your Human Resources file. This new information will be used by Human Resources to update the inventory of employees in the Co-operative Retailing System and to assist in the Career Awareness / Planning process.

G. PERSONAL

NAME _____ POSITION _____

POSITION START DATE _____ LOCATION _____

H. TRAINING AND DEVELOPMENT

1. In the last year I have furthered my education as shown below:

Enrolled		Completed		Institution	Course Name or Description
Mo.	Yr.	Mo.	Yr.	Location	

2. I feel I could benefit from the following training / courses to improve my performance:

(a) In my present position _____

(b) For promotion _____

I. CAREER INTERESTS

1. In the future, I would be interested in a more responsible position. Yes _____ No _____

I would like to be considered for the following position (s): _____

2. At the present time, I am willing to relocate. Yes _____ No _____

If yes, list areas or locations of preference _____

3. I would like the opportunity to discuss my career interests . . .

With My Supervisor _____ With the Human Resources Dept. _____ Not At This Time _____

J. COMMENTS

EMPLOYEE CAREER AND DEVELOPMENT UPDATE
PART TIME EMPLOYEES (including students)

Career advancement depends a great deal upon individual skills, knowledge, job performance, initiative and personal goals and interests. To assist you in this regard, we need your input. By completing this form you will be updating your employee file. This information will be used by your Supervisor, your General Manager and Region Human Resources to assist you in the Career Awareness/ Planning process.

(a) PERSONAL INFORMATION

Name _____ Retail _____ Department_____

Current Position _____ Position Date _____ CRS Date _____

Salary _____ Effective Date _____ Level of Education _____ Date completed _____

Prior CRS positions held _____

A. TRAINING AND DEVELOPMENT

1. I have furthered my education as shown below:

K. COURSES – UNIVERSITY, COLLEGE, CORRESPONDENCE, CRS COURSES, ADVANCE, CLINICS					
L. <u>COURSE</u> <u>NAME/</u> <u>DESCRIPTION</u>	M. <u>CO</u> <u>UR</u> <u>SE</u> <u>NO.</u>	N. <u>INSTITUTION</u>	P. <u>LOCATIO</u> <u>N</u>	DATE ENROLLED	DATE COMPLETED

2. I feel I would benefit from the following training to improve my performance/ advance my career:
 (a) In my present position _____
 (b) For promotion _____

B. CAREER INTERESTS

1. I am interested in promotion to a more responsible position:
 Now _____ In 1-3 yrs _____ In 3-5 yrs _____ No _____ Not Sure _____

2. In the immediate future I would like to be considered for the following positions:

3. I am interested in alternate types of work. Yes _____ No _____

4. My long term career goal is _____

5. I am willing to relocate: At the present time: _____ In the future _____ Not at all _____
 List locations/areas of preference _____

6. I would like to discuss my career interests with:
 My supervisor _____ My General Manager _____ Human Resources _____ Not at this time _____

C. COMMENTS:

R. DATE _____ **SIGNATURE** _____



APPLICATION FOR EMPLOYMENT

Appendix D

**PERSONAL
AND
CONFIDENTIAL**

The information on this application form will be used to evaluate your suitability for employment. If hired, the information will be used to communicate with you on any matters relating to your employment and to determine your suitability for future promotion within the Co-operative or the Co-operative Retailing System. Please carefully read and complete all areas of this application and sign the personal consent section on the last page.

NAME	Last	First	Second	RESUME ATTACHED Yes <input type="checkbox"/> No <input type="checkbox"/>
ADDRESS	No. And Street	City or Town	Province	Postal Code TELEPHONE
Have you ever been convicted of an offense (other than a traffic violation) for which a pardon has not been granted?	Yes <input type="checkbox"/> If yes, explain (if additional space is required, attach a separate letter). No <input type="checkbox"/>			Are you presently bondable? Yes <input type="checkbox"/> No <input type="checkbox"/> Has your bond ever been revoked? Yes <input type="checkbox"/> No <input type="checkbox"/> (If yes, attach explanation)
Do you have a disability or condition which will affect your ability to perform any of the functions of the job for which you have applied?	Yes <input type="checkbox"/> If yes, explain what functions you cannot perform and what accommodations could be made which would allow you to do the work adequately. (If additional space required, attach a separate letter) No <input type="checkbox"/>			Are you legally entitled to work in Canada? Yes <input type="checkbox"/> No <input type="checkbox"/>
Location Preferred	Reason			If necessary, would you accept a transfer? Yes <input type="checkbox"/> No <input type="checkbox"/>
Type of Work Preferred	1.	2.	3.	
Date Available	Preference for (if applicable): <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-time <input type="checkbox"/> Casual			Availability: <input type="checkbox"/> Days <input type="checkbox"/> Evenings <input type="checkbox"/> Nights <input type="checkbox"/> Weekends
Salary Required	Who referred you to Our organization?			

EDUCATION	DATES ATTENDED	SCHOOL NAME AND ADDRESS	MAJOR FIELD	ATTAINMENT
HIGH SCHOOL	From _____, _____ MONTH YEAR	Name	Academic <input type="checkbox"/> Vocational <input type="checkbox"/> Other <input type="checkbox"/>	Highest Grade Completed Achieved Required Credits? Yes <input type="checkbox"/> No <input type="checkbox"/>
	To _____, _____ MONTH YEAR	Location Province		
COLLEGE OR UNIVERSITY	From _____, _____ MONTH YEAR	Name		Specify Degree or Diploma Obtained
	To _____, _____ MONTH YEAR	Location Province		
BUSINESS, TRADE OR OTHER SCHOOL	From _____, _____ MONTH YEAR	Name		Specify Certification Obtained
	To _____, _____ MONTH YEAR	Location Province		

EMPLOYMENT HISTORY	(BEGIN WITH MOST RECENT)	Circle the number of the employer who you <u>do not</u> wish us to contact at this time. 1 2 3
--------------------	--------------------------	--

1. Company Name:	TELEPHONE #		
STREET ADDRESS	CITY	PROVINCE	POSTAL CODE
TYPE OF BUSINESS:	NATURE OF DUTIES FROM START TO LEAVING		
POSITION			
FULL-TIME <input type="checkbox"/> PART-TIME <input type="checkbox"/> TEMPORARY <input type="checkbox"/>			
STARTING SALARY \$	CURRENT SALARY \$		
EMPLOYED FROM: _____, _____ TO: _____, _____	REASON FOR LEAVING	IMMEDIATE SUPERVISOR	
NO. OF PEOPLE SUPERVISED:		Name:	
		Title:	

2. Company Name:		TELEPHONE #	
STREET ADDRESS		CITY	PROVINCE
TYPE OF BUSINESS:		NATURE OF DUTIES FROM START TO LEAVING	
POSITION			
FULL-TIME <input type="checkbox"/> PART-TIME <input type="checkbox"/> TEMPORARY <input type="checkbox"/>			
STARTING FINAL SALARY \$ SALARY \$			
EMPLOYED FROM TO: MONTH, YEAR		REASON FOR LEAVING	IMMEDIATE SUPERVISOR
MONTH, YEAR			NAME:
NO. OF PEOPLE SUPERVISED:			
3. Company Name:		TELEPHONE #	
STREET ADDRESS		CITY	PROVINCE
TYPE OF BUSINESS:		NATURE OF DUTIES FROM START TO LEAVING	
POSITION			
FULL-TIME <input type="checkbox"/> PART-TIME <input type="checkbox"/> TEMPORARY <input type="checkbox"/>			
STARTING FINAL SALARY \$ SALARY \$			
EMPLOYED FROM TO: MONTH, YEAR		REASON FOR LEAVING	IMMEDIATE SUPERVISOR
MONTH, YEAR			NAME:
NO. OF PEOPLE SUPERVISED:			

OTHER TIME	Account for your time during any interval of unemployment other than when you were attending school. (You may decline to list any illnesses or leaves of absence relating to disability).
Date (Month And Year)	Explanation
From MONTH, YEAR To MONTH, YEAR	
From MONTH, YEAR To MONTH, YEAR	

REFERENCES	Give three personal references who have known you well during the last five or more years excluding relatives & former employers. (You may decline to list ministers of religion).
NAME Include First Name Or Initials	Address No. and Street City or Town Province

ADDITIONAL INFORMATION	Co-op background, interests, extracurricular activities, special skills such as equipment operated, languages spoken/written, computer skills, academic honors, scholarships, etc. (You may decline to list organizations that would depict your race, religion, ancestry or disabilities).

I HEREBY CONSENT TO THE COLLECTION OF THE INFORMATION IN THIS APPLICATION AND TO ITS USE FOR THE STATED PURPOSES.	
I ALSO CONSENT TO HAVE AN INVESTIGATION OF WORK AND PERSONAL REFERENCES, CRIMINAL RECORD AND CREDIT. IN SIGNING THIS APPLICATION, I UNDERSTAND THAT ANY MISREPRESENTATION OR OMISSION OF FACTS IS CAUSE FOR CANCELLATION OF THIS APPLICATION OR TERMINATION OF EMPLOYMENT.	
SIGNATURE OF APPLICANT	DATE

EXIT QUESTIONNAIRE LETTER

CONFIDENTIAL

Memo to _____, _____

From _____, General Manager

EXIT QUESTIONNAIRE

We have received notice that you are leaving the employment of _____ Co-op. We value our employees and would like to maintain open communication and positive relations. When employees leave our Co-op, they often leave with worthwhile information, observations, feedback and suggestions. Our Exit Questionnaire is designed to facilitate this process and will allow us to review our operations, policies and practices.

Please find attached an Exit Questionnaire form which we would like you to complete and return to us in the attached envelope marked "Confidential". As well, if you would like to have a discussion in person, please contact me at _____ so we can arrange an appropriate time to meet. **ALL INFORMATION WILL BE HELD IN CONFIDENCE.**

If you have any questions, please feel free to contact me accordingly.

_____ **GENERAL MANAGER OR DEPARTMENT MANAGER**

Attachment

EXIT QUESTIONNAIRE – MANAGEMENT

NAME: _____

SENIORITY DATE: _____

POSITION: _____

LAST DAY OF WORK: _____

DEPARTMENT: _____

SUPERVISOR: _____

PLEASE COMMENT ON THE FOLLOWING:

Why did you decide to leave your position? Explain.

What aspects of your position provided you with the most satisfaction?

What aspects of your position provided you with the most dissatisfaction?

FCL takes the issues of Sexual and Personal Harassment very seriously. Do you feel you functioned in an environment free of these types of harassment? If no, please explain.

What are some of your recommendations for change in FCL?

Do you think the salary and benefit package was fair? Please explain.

Any other general company policies/practices you'd like to comment on (be specific).

Would you consider working for FCL again? Please explain.

EMPLOYEE EXIT QUESTIONNAIRE – NON-MANAGEMENT

NAME (Optional): _____ **SENIORITY DATE:** _____
POSITION: _____ **LAST DAY OF WORK:** _____
DEPARTMENT/LOCATION: _____ **SUPERVISOR:** _____

A. REASON(S) FOR LEAVING (please ✓)

<input type="checkbox"/> Other job opportunity	<input type="checkbox"/> Hours of work	<input type="checkbox"/> Health issues
<input type="checkbox"/> Lack of advancement	<input type="checkbox"/> Type of work	<input type="checkbox"/> Return to school
<input type="checkbox"/> Other (please specify) _____		

B. TRAINING & SUPERVISION (please ✓)

- 1) Supervisor's ability to clearly define goals and objectives
- 2) Training & follow-up provided by supervisor
- 3) Recognition / praise given by supervisor
- 4) Formal Courses / Seminars provided by FCL
- 5) General comments _____

	Poor	Fair	Good	Excellent
1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. COMPENSATION & BENEFITS (please ✓)

- 1) Wages paid
- 2) Benefits (dental, life insurance, extended health, etc.)
- 3) Value of pension plan
- 4) General comments _____

	Poor	Fair	Good	Excellent
1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. WORKPLACE ISSUES (please ✓)

- 1) Location
- 2) Work site (lighting, equipment, technology, etc.)
- 3) FCL providing a safe & healthy work environment
- 4) General comments _____

	Poor	Fair	Good	Excellent
1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. HUMAN RELATIONS (please ✓)

- 1) Relationship with colleagues / co-workers
- 2) Relationship with supervisor / manager
- 3) Workplace free of sexual / personal harassment
- 5) General comments _____

	Poor	Fair	Good	Excellent
1)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes No

F. ANY OTHER COMMENTS OR RECOMMENDATIONS FOR FCL

G. WOULD YOU CONSIDER WORKING FOR FCL AGAIN?

Please explain.

*** Please return this questionnaire in the attached "Confidential" envelope. Thank you. ***

Subject: Recruitment – Sourcing Candidates - ROM No. 700.00.02
Effective Date: November 1, 2008 (cancels September 22, 1998 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

A. SELECTION

- a. Selection of candidates WITH previous work experience provides the opportunity of comparing past achievements with duties and objectives required by the position. Watch for specific information from past employers pertaining to vocational interests, salary and position advances, problems tackled and solved, and new ideas or methods developed.
- b. Selection of candidates WITHOUT work experience requires attention to academic achievements. Completion of last grade, awards received and marks achieved may help to determine future success. Information from instructors will reveal the ability to work with and through people, their reaction to authority, academic results, vocational interest, outside activities and leadership skills.
- c. A knowledge of the functions and objectives of each position is essential for the best selection of the applicant.
- d. Identify the three or four most important selection criteria (skills, competencies, education) that are required to properly do the job.
- e. Note: Refer to the Achieving Excellence through Recruitment seminar (#70) offered by FCL Human Resources for detailed assistance on recruitment.

B. THE MARKET

- a. Identifying the market area for your recruitment program is of key importance.
- b. The larger the area you conduct your search in, the greater the expense.
- c. For clerical recruitment, the local community or trading area should be sufficient.
- d. Supervisory and department manager positions will usually require an expanded market search which could include not only the trading area but also the provincial market and even possibly Western Canada.
- e. Most General Manager vacancies will require a search throughout Western Canada.
- f. Isolated situations may occur where a particular occupational category in high demand would require an expanded recruitment program (i.e., pharmacists).
- g. General Managers should contact the FCL Region Human Resources Department for recruitment assistance for supervisory and management positions.
- h. Boards of Directors should contact the FCL Region Human Resources Department for recruitment assistance for General Managers. Reference manuals are also available to assist Boards with this process.

C. SOURCES OF CANDIDATES

- a. Internal – post positions and accept applications from present employees.
- b. Human Resource Development Canada.
- c. High Schools.
- d. Community Colleges.
- e. Referrals by employees, members, suppliers.
- f. Advertising in local newspapers and on websites.
- g. Trainees and student development programs.

D. ADVERTISING – THINGS TO CONSIDER FOR HELP-WANTED ADS

- a. Decide what the objective is and who we want to reach.
- b. The two most important aspects to job seekers are:
 - Challenge or level of individual responsibility.
 - The opportunity for development and advancement.
- c. Sell the reader on the desirability for working for the co-operative.
- d. Make it easy for the reader to apply.
- e. Provide e-mail options for applicants.

ADVERTISING OPTIONS

1. Newspaper

S. Classified Section

- Restricted to a specific section of the paper.
- Costs vary; however, normal charge is at a flat rate per word.
- Recommended for clerical and non-management job opportunities.

T. Display/Career

- Can appear on almost any page of the newspaper enabling the advertiser to gain the readership desired.
- Charges vary but are often expensive (more than \$1,000 per ad).
- Normally used for management and professional (Agronomist, Pharmacist) job opportunities.

Note: Display ads should be placed directly with newspaper using the Excellence Through People logo and format.

2. Websites

- (a) Use local co-op website to provide an electronic option and the “coopconnection” website for management vacancies.
- (b) Utilize websites of professional or trade associations to target candidates in a particular field of work.
- (c) Generally less expensive than newspapers.

3. **Job Fairs/Local Career Fairs**

- (a) Can be held on co-op premises following appropriate advertising in the community.
- (b) Interviews can be conducted on-the-spot using management personnel; assistance from FCL Human Resources is available.

4. **Point-of-Sale Materials**

- (a) FCL has developed materials (life-size easels, table-top easels, pump toppers, etc.) to assist in attracting job applicants.
- (b) Material can be ordered from FCL Stationery.

Subject: Recruitment – Interviewing - ROM No. 700.00.03
Effective Date: November 1, 2008 (cancels October 28, 1997 bulletin)
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Applies To: Retails in the Co-operative Retailing System

E. SCREENING APPLICANTS

- a. Eliminate applicants through personal knowledge.
- b. Eliminate applicants by a detailed study of the resume and/or application form and comparison to selection criteria.
- c. Applicants can be eliminated during preliminary interviews.
- d. Arrangements to interview candidates should clarify date, time and place.
- e. Advise all applicants not accepted by a polite letter advising them of applicants whose qualifications match the job requirements better than theirs. Thank them for the interest shown.

F. INTERVIEW

a. Screening Interviews

- i. This should be a twenty minute process to determine the value of proceeding with an in-depth interview.
- ii. Ask specific questions aimed at comparing the requirements of the job to the qualifications.
- iii. Do not hire with a screening interview only. Have an in-depth interview before reaching a final decision.
- iv. If applicant appears not to be the type required, have a short public relations interview. (The applicant may be the son or daughter of a member.)

b. Factors which may eliminate an applicant during the preliminary screening include:

- i. Inadequate experience and training.
- ii. Below required academic qualifications.
- iii. Salary, shift work, criminal record.
- iv. Unsuitable personality for the position.
- v. Applicants who emerge from the screening process should complete a formal Application For Employment - Form L345. A sample can be found in Bulletin #700.00.01. (*Appendix D*)

c. Sample Letter to Applicants Who Will Not Be Interviewed

“Letterhead”

Mr. D. Young
1504 – 11th Street
Anytown, Saskatchewan

GROCERY MANAGER – ANYTOWN

Your application for the above position was carefully considered, but we feel that other candidates currently under consideration possess backgrounds that more closely match the key requirements of the position. As a result, no further action will be taken on your application.

Thank you for the interest you have shown in this position and in our organization.

J. DOE, GENERAL MANAGER

d. In-depth Interview

The purpose is to predict future job performance. The best way to do this is by studying actual past behaviour.

- i. The information obtained must allow the interviewer to make an intelligent decision regarding the applicant's suitability.
- ii. An in-depth interview should be conducted on no more than 3 or 4 of the best candidates. All others should be eliminated through a screening.

e. Prior to the Interview, the Interviewer Must

- i. Become informed about the job he/she is interviewing for.
- ii. Be informed about the organization he/she is interviewing for. He/she must sell the organization to the applicant.
- iii. Become informed about the people being interviewed by reviewing application form, resume, etc.
- iv. Know what you are looking for in the applicant concerning specific skills and abilities.
- v. Prepare an Interview Guide to assist in conducting the interview. Copies or assistance in preparing guides are available from FCL Human Resources.

f. **Responsibilities of the Interviewer**

- i. Take the Training Course #70 on “Achieving Excellence through Recruitment” and study the manual.
- ii. Prepare a broad plan of the questions. Use behaviour description interview questions as provided in Interview Guides supplies by FCL.
- iii. Avoid questions that can be answered “Yes” or “No”.
- iv. Avoid questions that can suggest the answer or the interviewer’s opinion (leading questions.)
- v. Avoid unrelated questions. This will ensure the interview remains on course.
- vi. Allow sufficient time for the interview (one hour).
- vii. Hold the interview in private to avoid interruption.
- viii. Put applicant at ease.
- ix. Speak the level of language easily understood by the applicant.
- x. Be aware of prejudices. Try to avoid their influence on your judgement of the applicant.
- xi. Know how and when to close the interview. Close the interview with public relations in mind.
- xii. Record facts during the interview. Record impressions and judgements immediately after.
- xiii. Record unfavourable or confidential information immediately after the close of the interview.
- xiv. Concentrate on questions that will bring out the applicant’s recent past behaviour in the specific skills and abilities which are most important on this job.
- xv. Ensure familiarity and knowledge with current provincial human rights legislations as it applies to interviewing and hiring practices. Be careful not to ask unlawful questions or inappropriate personal questions.
- xvi. Summarize interview notes on Interview Summary (*Appendix A*).

g. **General Manager’s Responsibility**

All employees hired at a retail co-operative should be interviewed by the General Manager prior to the job offer being made to the individual.

G. PRE-EMPLOYMENT TESTING

There are a number of pre-employment tests which may be administered to applicants. These range from aptitude to common everyday wordprocessing.

Use pre-employment tests as a tool in the selection process. Do not use as the sole criteria for evaluation.

Contact the Regional Human Resources Manager for assistance.

H. INTERVIEW COSTS

The out-of-pocket expenses incurred by applicants chosen for interviews are the responsibility of the co-operative. The General Manager must approve these costs prior to interviews being held

INTERVIEW SUMMARY

Candidates	CRITICAL COMPETENCIES (FOR HARDWARE CLERK POSITION)					Total Score	Order of Preference*
	Interpersonal (Points)	Assertiveness (Points)	Communication (Points)	Leadership (Points)	Technical Comp. (Points)		
#1							
#2							
#3							
#4							
#5							

***Note:** If scores are close, other factors or even "gut feel" can influence choice.

Subject: Recruitment – Reference Checks - ROM No. 700.00.04
Effective Date: November 1, 2008 (cancels October 28, 1997 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

I. **REFERENCE CHECKS**

- U. **Should be a standard procedure before hiring**
- V. **Will shed light on the applicant's maturity, ability to work with others, past performance on various jobs, ability to function under pressure, and the reason for leaving previous employment.**
- W. **Check two or more sources. If applicant has held a job for many years, check at least a second reference to minimize the possibility of a biased evaluation.**
- X. **Will add detail to the applicant's personal data, job performance, hobbies, marks in school, financial stability.**
- Y. **Use the appropriate form provided on the following pages. (Appendices A, B, C, D)**

J. **OBTAINING INFORMATION**

Obtain direct information from former employers and educational institutions. The applicant's previous supervisor is the best resource.

Telephone contact is the recommended method for checking employment references. Most employers are reluctant to state negative information in writing.

K. **WHAT TO CHECK FOR**

The following are a list of areas that should be covered when doing a reference check by phone.

Begin by identifying yourself and the reason for your call. If the person giving the reference is sceptical, offer your number so the validity of the call can be confirmed.

Start off by verifying factual data: dates of employment, job title, attendance, salary, etc.

Be positive. Ask what the person's greatest strengths seem to be.

Also ask about weaknesses but in a positive way. For example, "In what area do you feel this individual required the greatest improvement?"

Ask for examples of actual behaviour to support these assessments.

Listen for the hesitant comment. Follow up with a candid questions such as, "I have the feeling you have some reservations, could you expand?"

ROM No. 700.00.04 – Recruitment – Reference Checks

Effective Date – November 1, 2008

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Z. Comparative questions may be of some use when looking at specific skills. For example, “Where would you rate this individual with respect to other employees in terms of sales ability?”

AA. “Would you rehire this person?” is the key question and can be revealing. If not, “why?”

BB. At the end of the conversation ask, “Is there anything else you can tell me about this individual?” This question may bring out facts that never came out because a specific question was not asked.

CC. Thank the individual who provided the reference.

L. **EVALUATING REPLIES**

Consider how long the source has known the applicant.

DD. How well did they know the applicant?

EE. Was the source in a position to evaluate the applicant?

FF. Will the reference help predict whether the applicant will succeed in the job available?

EMPLOYER REFERENCE CHECK

Employer: _____

Supervisor's Name and Title: _____

Position Applied for: _____

Hello, this is _____ calling from _____ Co-op in _____

I'm calling to get a reference on _____

Do you have some time to spare?

I understand he/she worked for you from _____ to _____ Is that right?

What was his/her position? _____

What were his/her responsibilities?

What is your overall assessment of _____?

What are some of his/her strengths?

What about areas he/she needs to develop more?

How would you compare _____ with other employees?

Were you pleased with his/her quality and quantity of work?

How would you rate his/her attitude?

How well did he/she work with other people (personality conflicts)?

How about attendance/punctuality?

Why did he/she leave your employment?

Would you rehire? If not, why?

Anything else?

Thank you very much for your comments and your time.

Date: _____

SCHOOL REFERENCE CHECK

School: _____

Teacher: _____

Applicant: _____

Position Applied for: _____

Hello, this is _____, calling from _____ Co-op in _____.

I'm calling to get a reference on _____.

Do you have some time to spare?

Over what period of time did you teach _____.

From _____ to _____.

Did the student graduate or is he/she still attending?

Roughly, what was his/her average in your class; in school in general?

Did the person win any awards or scholarships?

Did he/she take part in school activities? Which ones?

Did he/she hold any positions of leadership? Explain?

What are his/her strengths?

What areas does he/she need to develop more in?

How would you compare _____ with other students?

Were you pleased with his/her quality of work?

How would you rate his/her attitude?

How did he/she get along with other students?

How about attendance/punctuality?

Any other general comments?

Thank you very much for your comments and your time.

Date: _____

CONFIDENTIAL
PERSONAL REFERENCE CHECK

Applicant: _____

Position Applied for: _____

Name of Reference & Occupation: _____

How long have you known _____?

How did you become acquainted with the applicant?

How would you rate his/her attitude?

Is there anything she/he has done on a personal or community level that you would consider to be a significant achievement or accomplishment (please specify)?

What are some of his/her strengths? _____

What are his/her areas for development? _____

What sort of leisure activities is she/he involved in? _____

Other Comments: _____

Date: _____ Done by: _____

COMMUNITY / PROFESSIONAL ASSOCIATION REFERENCE CHECK

Candidate Name: _____

Contact Name: _____

Position Applied For: _____

How long have you known _____?

How did you become acquainted?

What has been his/her involvement in your organization/community?

Your comments on ability to interact with others:

What contributions did he/she make to organization/community?

Has he/she held any positions of responsibility (Leadership)? Please comment on his/her success in that role.

How is he/she regarded in organization/community?

Any achievements or accomplishments?

What are some positive personal attributes?

What are some areas for development?

Comment and provide examples where possible on:

- Reliability:
- Organizational Skills:
- Problem Solving Ability:
- Teamwork:
- Overall Attitude:
- Communication Skills:

Any other general comments?

Date: _____

Done by: _____

Subject: Recruitment – Sign On - ROM No. 700.00.06
Effective Date: November 1, 2008 (cancels August 31, 1999 bulletin)
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Applies To: Retails in the Co-operative Retailing System

FORMS TO BE COMPLETED

1. Recommend forms to be used are standard as outlined below.
2. Complete payroll communication and TD1 and forward to Payroll Department.
3. Obtain a security clearance letter from a local Police Force.
4. Complete forms for the various benefit plans. Use a filing procedure to ensure employees will be placed on the plan at the appropriate time. These include Superannuation, Group Insurance and Medical forms.

The following identifies the benefit forms to be completed the first day of employment. This also applies to employees who have been transferred from another co-op. Note on payroll communication form "Transferred from _____ Co-op."

Plans

The Co-operators Benefit Plan
 G-369 – Life
 G-369 – Long Term Disability
 G-377 – Dental

Superannuation (application for membership)

Actions

GL-135 and GL-340 filed in Employee Master File.
 Payroll advised by notation on Payroll.
 Communication 608 when to put into effect.

Is held in Master File until employee is eligible to join.

PAYROLL FORMS

Form #

TD1 - Tax Deduction Declaration
 - Federal and Provincial

608 Payroll Communication

Actions

TD1 is sent to Payroll, for use in calculating tax deduction and employee benefits.

1 copy - Payroll
 1 copy - Employee Master File
 1 copy - Regional Human Resources Manager

- To sign-on part-time (casual) employees, fill out:
 - TD1 – Tax Deduction Declaration
 - 608 – Payroll Communication
 - Distribute as indicated above.

<u>Form #</u>	<u>Actions</u>
<ul style="list-style-type: none">• To sign-on regular part-time employees (those who regularly work less than 40 hours) fill out:<ul style="list-style-type: none">- TD1 Tax Deduction Declaration- 608 – Payroll Communication- Benefit forms if employee is eligible- Distribute as indicated above.• Payroll Communication Form 608 is the official (internal) copy to be completed prior to the preparation of Form L27. It will be used when one of the following takes place with a regular full-time employee:<ul style="list-style-type: none">- New employee.- Termination.- Change in rate of pay.- Change in positions.	

Subject: Moving – Policy - ROM No. 701.00.01
Effective Date: November 1, 2008 (cancels September 26, 2000 Bulletin)
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Applies To: Retails in the Co-operative Retailing System

M. DEFINITIONS

a. New Employee

- i. One who is not presently employed by FCL, its subsidiaries and retail co-operatives comprising the Co-operative Retailing System.

b. Employee

- i. One who is presently employed by a retail co-operative, FCL, and its subsidiaries.

c. Moves

- i. The portion of the policy referring to “employees” covers their moves within the Co-operative Retailing System. Example: a transfer from retail to retail or from FCL to a retail.

- ii. All arrangements for moves should be made through Region Transportation Department.

N. NEW EMPLOYEES

New employees will normally be reimbursed for the actual cost of interviews and out-of-pocket expenses provided they remain employed by that co-operative for a minimum of two years. Reimbursement will be made as soon as proof of expenses are submitted.

O. EMPLOYEES OF CO-OPERATIVE RETAILING SYSTEM

a. Moving Expenses Prior to Move

Travel (including meals and motels) expenses, for interview and search for accommodations for employee will be paid. These expenses require prior approval of General Manager. Spouse's cost will be paid by the employee.

If an employee locates in a new position prior to moving the family, the following may be allowed:

- i. Transportation to the new location.
- ii. One trip to the former home per month (maximum 3 months).
- iii. Up to one month of out-of-pocket expenses for hotel and meals.

b. Moving Expenses

Moving expenses of employee and immediate family will be restricted to:

- i. Transportation to the new location (by plane) or the currently recommended FCL rate per kilometre if by automobile (whichever is less).
- ii. Accommodation and meal costs while enroute.
- iii. A maximum of one week's cost for accommodation and meals for the family after arriving at destination if house or suite is not immediately available.
- iv. Actual costs of moving normal household and personal goods to new location. This includes packing and unpacking, connecting and disconnecting appliances, temporary storage charges up to one month if house or suite is not available, and insurance while in transit or in temporary storage.
- v. Additional moving costs from temporary to permanent accommodation for moving furniture and household goods only. The move must take place within six (6) months of the initial move.

P. UNEXPIRED LEASE

Employees will be reimbursed for 75% of the net cost of the unexpired lease of the living quarters being vacated.

Q. FOR GENERAL MANAGERS ONLY

a. Sundry Cost Allowance

- i. Employees may be reimbursed equivalent to one half of one month's basic salary or one quarter of one month's basic salary where the co-operative owns the home the employee will use as a dwelling.
- ii. This payment is to allow for expenses such as alterations to carpets, drapes, general wear and tear on furniture, personal club and association memberships, registration of motor vehicles and operator's license, involvement of spouse in selection of the home.
- iii. The co-operative considers the sundry cost allowance as reimbursing its employees for expenses incurred by them
- iv. This lump sum payment may be questioned by Revenue Canada.
 - It is recommended that a record of expenditures be kept, supported by receipts where possible. This will justify the reimbursement of expenses and avoid the payment being

R. **RETAIL MOVING SUBSIDY**

FCL will subsidize the moving of retail management employees to the extent of 50% of actual expenditures incurred to a maximum as established and published on an annual basis.

a. **Subsidy Will Apply When:**

- i. The co-op participates in the Human Resources Inventory program as requested by FCL Region Human Resources Department.
- ii. The candidate being considered has met the approval of FCL Region Human Resources Department or Home Office Central Recruitment.
- iii. Applies only to the costs described in this policy.
- iv. An employee transfers from one branch to another providing a physical move of household effects takes place to the new location.

b. **Subsidy Will Not Apply When:**

- i. The employee involved has only been at a retail for a short period of time. The following guideline should be used before an employee is considered for a transfer:
 - Clerical – one year
 - Supervisory – eighteen months
 - Management – two years

c. **How to Claim**

- i. When the move has been completed and the employee is on the job, forward claim (use Form L-319) to the Region Human Resources Department.
- ii. Attach copies and receipt of expenses (paid invoices, cancelled cheques, etc.).
- iii. Submit all expenses for the move at one time.

S. **MOVING CHECKLIST**

a. **Point of Department – notify and arrange with:**

- i. Telephone Company
- ii. Gas and Electrical Company
- iii. Water Company
- iv. Insurance (life, car and property). If house is unoccupied, make sure the insurance policy excludes a “no vacancy” clause.
- v. Credit Union or bank – change of address.
- vi. Post Office – change of address.
- vii. Trades people – milk, bread, newspaper, laundry.
- viii. Schools – secure the necessary transfer papers.
- ix. Doctors – ask to recommend a new one. Get duplicate prescriptions for those you wish to have renewed and for eyeglasses in case of breakage.
- x. Dentist – ask to recommend a new one.
- xi. Church – obtain any necessary records.
- xii. Stores where charge accounts are maintained.
- xiii. Magazine subscriptions – change of address.
- xiv. Mortgage company.

b. **New Destination – arrange for:**

- i. Telephone, gas, electricity, water, trades people, doctor, dentist, change in motor vehicle registration and operator’s license, extended health insurance (Blue Cross).

Subject: Moving – Moving Agreement - ROM No. 701.00.02

Effective Date: November 1, 2008 (cancels March 1, 1994 Bulletin)

Reviewed: November 1, 2008

Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

A moving agreement is legally binding on employees and is available through the Region Human Resources Manager. (*Appendix A*)

This contract would not apply in cases where the employee left on other than voluntary grounds.

THIS AGREEMENT MADE THIS ____ DAY OF _____, A.D. 20____.

BETWEEN:

HEREINAFTER CALLED THE "**EMPLOYER**"

AND:

HEREINAFTER CALLED THE "**EMPLOYEE**"

WHEREAS the Employee wishes the Employer to extend credit to pay the moving expenses of the Employee as set out in the Letter of Offer, attached to this agreement.

NOW THEREFORE THIS AGREEMENT WITNESSETH THAT:

1. The Employer agrees to pay the moving expenses of the Employee subject to the terms and conditions set out in this agreement.
2. The Employer and Employee agree that after the Employee has been in continuous employment with the Employer for three (3) years, the Employee will not be required to repay the money for the moving expenses to the Employer.
3. The Employee agrees that if, during the initial three years of employment the Employee voluntarily leaves employment, the following rules will apply:
 - a) The monies expended for moving expenses will be divided by thirty-six (36).
 - b) The Employee will be credited with the sum representing the 1/36 of the moving expenses for each full month of employment with the employer.
 - c) The Employee agrees to pay to the Employer on the date that the Employee leaves or services Notice of Withdrawal of Service, the balance of monies expended for moving expenses, after deducting the amount arrived at in (b) above.
4. The Employee hereby expressly authorizes and consents to the Employer deducting the sum determined in accordance with Paragraph 3 hereof from the final wages and remuneration due to the Employee by the Employer.

IN WITNESS WHEREOF the parties have hereunto set their respective hands and seals the day and year first above written.

SIGNED, SEALED AND DELIVERED IN THE PRESENCE OF

(WITNESS)

(EMPLOYEE)

(WITNESS)

(EMPLOYER)

<u>Subject:</u>	Performance Management – General - ROM No. 702.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels July 9, 2002 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

Performance Management is an approach to management which the Co-operative Retailing System has adopted to improve the effectiveness of the System's operations. This approach is based on the premise that the development of employees is an integral part of every manager's job and should be planned for in the same manner as other programs and responsibilities.

Stated simply, Performance Management is a process by which a manager and his/her subordinate jointly identify and define major areas of responsibility (key performance areas), determine results expected (standards) and then, using the actual results, measure performance.

PERFORMANCE PLAN

1. Consists of three parts – Key Performance Areas (KPA's) Standards and points.
2. Key performance areas are those watched to determine if the employee is performing. For General Managers and Department Managers, they are identified and listed on the respective appraisal form.
3. Standards are how it is known when it is done right or up to expectations.
4. Generic performance plans for General Managers, Department Managers, Controllers and most non-management positions are available from your Regional Human Resources Manager.
5. The relative weight or priority of each KPA is determined by assigning it points based on a scale outlined on the appraisal form.
6. Performance plans should be developed by the supervisor and employee at the beginning of the period.
7. Suggested Performance Plans for most positions in the CRS are available from the Regional Humans Resources Manager.

REVIEW

There are three levels of feedback that should be provided to the employee by the supervisor.

1. The most important is the ongoing day-to-day feedback (coaching). Feedback that is specific and timely is the most important in reinforcing good performance or changing poor performance.
2. Regular reviews of the performance plan should take place. These can be quarterly or whatever other period of time as may be agreed upon. The purpose of these reviews is to compare performance to the plan and, if necessary, change the plan or the performance level.
3. At the end of the period, a formal review is to take place using the appropriate appraisal form.

The cycle would then repeat with another performance plan set for the next period.

It is recommended that General Managers, Department Managers and Supervisors attend seminar No. 71 – Performance Management.

Subject: Learning and Development – Policy - ROM No. 703.00.01
Effective Date: November 1, 2008 (cancels August 31, 1999 bulletin)
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Applies To: Retails in the Co-operative Retailing System

T. **GENERAL**

- a. The co-operative will participate in the Retail Training Program co-ordinated through Federated Co-operatives Limited.

U. **TRAINING PLAN**

- a. Annually, in conjunction with the business planning and budgeting process, the co-operative will develop a training plan. This will become part of the business plan for the co-operative.
- b. Refer to ROM 703.00.04, the Learning and Development Guide, on the Co-op Learning Centre website (eLearning) for further details.

V. **COMPULSORY**

- a. Every new employee shall receive a thorough orientation to the co-operative. Refer to ROM 703.00.02 for further details. Orientation may also occur through accessing the learning module available through the Co-op Learning Centre at www.coop.insightu.com.
- b. Certain training programs will be designated as mandatory for specific job functions or positions. All employees in that classification must attend.
- c. All employees who are scheduled for seminars must attend. Only with the written permission of the General Manager can they be excused.

W. **PAYMENT FOR ATTENDANCE**

- a. All training sessions, where attendance is compulsory, will be held on co-operative time.
- b. For training programs offered after regular work hours, attendance will be encouraged but will be voluntary.

X. **ON-THE-JOB TRAINING**

- a. **It is recognized that a significant portion of an employee's knowledge, skills and attitude are learned on the job.**
- b. **Training must begin the first day an employee starts. This is an integral part of the orientation program.**
- c. **Line management has the responsibility to ensure that staff reporting to him/her are trained.**
- d. **Regular and planned staff meetings are encouraged to facilitate sharing of information and ideas.**
- e. **Resources available through FCL, such as ADVANCE, will be used to the greatest extent practical (refer to the Learning and Development Guide for details).**

Y. **CRS SEMINARS/WORKSHOPS**

- a. **Employees will be selected to attend seminars and workshops based on their job classification and need.**
- b. **At least one week prior to attending the seminar, the employee will be advised what it is about and what the co-op's expectations are of him/her.**
- c. **Upon returning from the seminar, employees and managers shall discuss and agree on what changes are to be implemented and expected.**
- d. **If out-of-town travel is required, the co-operative shall cover all costs as per its regular travel and sustenance policy.**

Z. **OUTSIDE COURSES**

- a. **The co-operative shall make maximum use of local training opportunities available through community colleges, business associations, service clubs and other similar groups.**
- b. **For development purposes, it may be necessary to enroll an employee in a public seminar put on by an outside organization where there is a significant cost involved. This should only be considered after consultation with the Home Office Learning and Development Department of FCL. All such courses will require General Manager and Board approval.**

AA. **EDUCATIONAL ASSISTANCE**

- a. **For distance education and evening classes that qualify and are taken voluntarily by the employee, the employee shall be responsible for the costs. The 75% rebate available through FCL will be payable to the employee. (Refer to ROM 703.00.06 for further details.)**
- b. **For distance education courses that qualify and are compulsory, the department shall pay the full cost of the materials. The 75% rebate available through FCL will be payable to the department.**

BB. **TRAINING BUDGET/COSTS**

- a. **Each department shall budget for all direct training costs. These costs shall not affect departmental productivity results.**
- b. **All indirect costs (salary, benefits, travel, etc.) attributed to training shall be charged to the departmental training account. They shall not affect departmental productivity results.**

CC. **GUIDANCE/INFORMATION**

Line management has the principle responsibility to assist and advise employees on training and development opportunities. Additional information and consultation is available through FCL commodity departments and the Human Resources Department.

DD. **RESPONSIBILITIES**

The co-operative recognizes that employees have the right and responsibility to manage their own careers. The training and development they undertake, therefore, must synchronize their personal objectives along with those of the co-operative. This also means that the employee must take the initiative to prepare themselves for future opportunities.

<u>Subject:</u>	Learning and Development – Orientation and Sign On - ROM No. 703.00.02
<u>Effective Date:</u>	November 1, 2008 (cancels September 22, 1998 bulletin)
<u>Reviewed:</u>	November 1, 2008
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<u>Applies To:</u>	Retails in the Co-operative Retailing System

The co-operative recognizes the need for every new employee to go through an effective orientation to their job, the retail and the CRS.

1. The co-operative's orientation program will start on the employee's first day on the job.
2. At minimum, it will include:
 - (a) An overview of the co-op and the CRS.
 - (b) A review of the employee's responsibilities and performance standards expected.
 - (c) Explanation of Human Resources and other policies and procedures that it is necessary for the employee to know. Specific attention must be paid to the Co-operative's policies on personal/sexual harassment, internal theft, and selling of cigarettes to minors.
 - (d) Introduction to customer service skills and the Hassle-Free Guarantee.
 - (e) Tour of the facilities and introduction to co-workers.
 - (f) Provide to and review with employees a copy of an "Employee Handbook" that outlines the policies of the co-operative.
 - (g) Sign on for payroll and benefits.
3. "First Impressions, an Orientation Program for New Retail Employees" (DVD & Binder) available through FCL is an excellent resource for this purpose.
4. Orientation may also occur by accessing the learning module at the Co-op Learning Centre (www.coop.insightu.com).

Subject: Learning and Development – Training Effectiveness - ROM No. 703.00.03

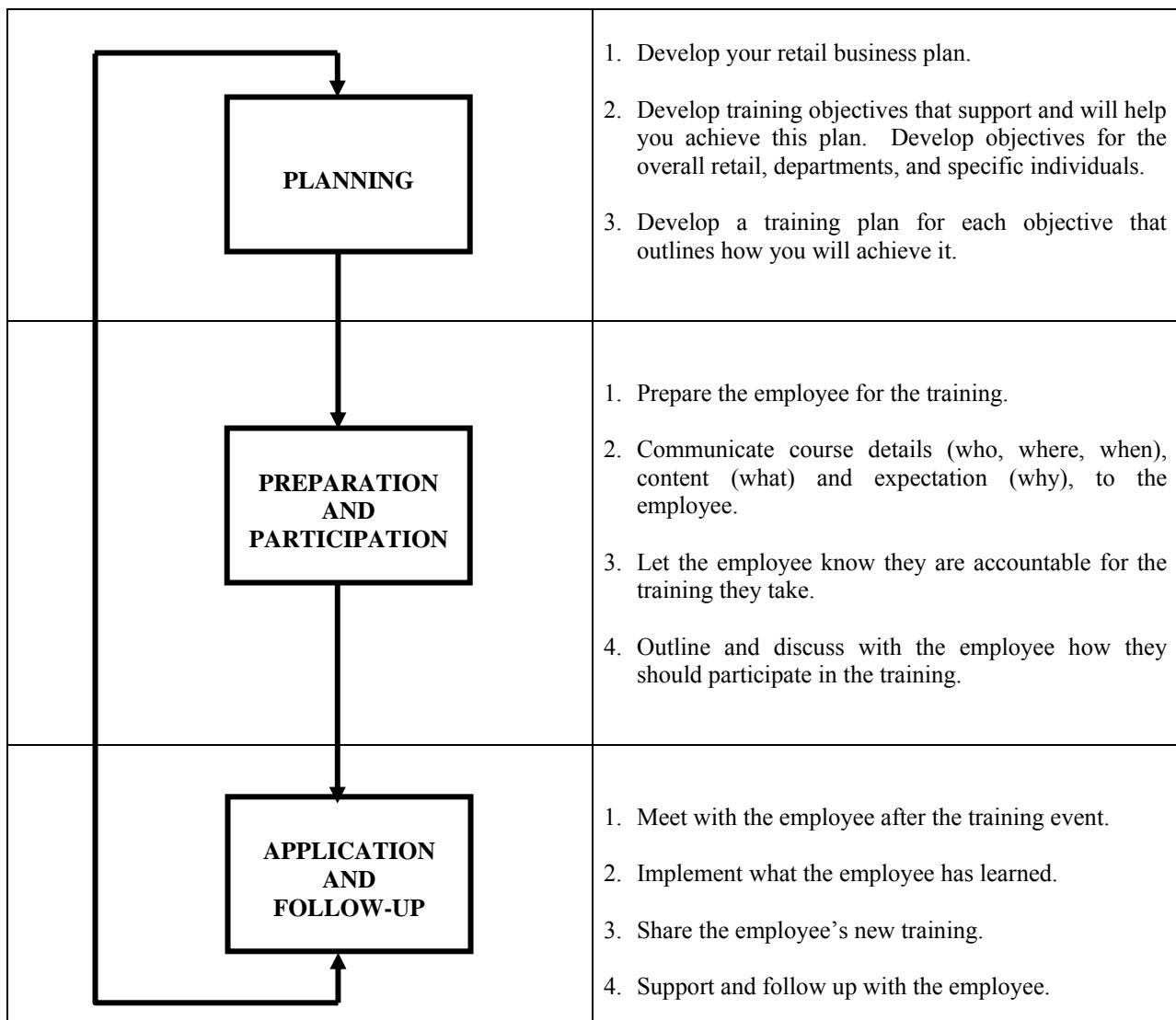
Effective Date: November 1, 2008 (cancels September 22, 1998 bulletin)

Reviewed: November 1, 2008

Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

The co-operative recognizes that training is an investment. Like other investments it must provide a return. To increase the effectiveness of training and its potential return, the co-operative will follow the following process:



More detail and suggested formats can be found in the [Learning and Development Guide](#).

<u>Subject:</u>	Learning and Development – Developing Training Plans - ROM No. 703.00.04
<u>Effective Date:</u>	November 1, 2008 (cancels July 9, 2002 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

In order for training to be effective and to contribute to the business needs of the co-operative, it must be planned for. If left to when there is time, the result most often is that there is never time. Consequently, an untrained staff person will cost you productivity, lost sales and low morale, among other things.

- Many managers are not sure how to go about determining the training needs of their staff and then to develop a training plan to meet that need. To assist them in this process a section in the “Learning and Development Guide” has been developed. Use this for detailed instruction and suggested formats.
- Included in the training plan for each business unit, should be all the compulsory programs such as Orientation, WHMIS, Food Cashier, Service Starts With You, Front-Line Service Excellence and others that are applicable to specific jobs. See the attached chart. Develop a similar one appropriate for your business unit.
- The training plan should be put in writing and shared with others involved. This will increase everyone’s sense of commitment to it and the probability that it will happen.

RECOMMENDED TRAINING AND DEVELOPMENT ACTIVITIES FOR RETAIL STAFF

	Food Cashiers	Other Front- Line Staff	Pump Attendants	Driver Sales Representatives	Supervisors/ Management
GENERAL DEVELOPMENT PROGRAMS					
Understanding Co-operatives (eLearning)	*	*	*	*	*
#123 - Increasing Personal Effectiveness					
#125 - The Power of Optimism					
#203 - Taking Charge of Change					
#204 - Achieving Balance					
#210 - Working & Communicating Effectively					
#225 - Problem Solving: A Creative Approach					
ON-THE-JOB PROGRAMS/RESOURCES					
Orientation – First Impressions	*	*	*	*	*
Commodity ADVANCE	**	**	**	**	**
Front-Line Service Excellence (eLearning)	*	*	*	*	**
We Deliver				*	**
Service Starts With Me (eLearning)		**	*		**
Selling to Farm Business				**	**
WHMIS (eLearning)	**	**	*	*	**
Transportation of Dangerous Goods		**	*	*	**
Estimating Courses		**			
SEMINARS AND WORKSHOPS					
Sales/Marketing:					
#42 - Presentations That Get Results					
#112 - Service Beyond Expectations	*	*	*	*	*
#120 - Value Added Selling		**			**
#140 - Influencing Customer Service the Professional Way					*
#151 - Selling to Farm Business				**	**
#170 - Retail Marketing Strategies					*
#171 - Marketing to Farm Business					**
#200 - Managing Service Beyond Expectations					*
FINANCE/ADMINISTRATION					
#50 - Financial Statements – What Dept. Managers Need to Know					*
#75 - Understanding Margin	**	**		**	*
#80 - Loss Prevention – Best Defence	*	*	*	*	*
#106 - Equity Management					*
#175 - In Search of Margin					*
#180 - Loss Prevention Strategies for Management					*
#251 - Credit Administration					*
HUMAN RESOURCE MANAGEMENT					
#70 - Recruitment					**
#71 - Performance Management					**
#172 - Successful Supervision					*
#221 - Manager: It's More Than a Title					*
#275 - Building and Leading a Winning Team					**

* Mandatory

** Mandatory for specific positions.

Subject: Learning and Development – On-The-Job Resources - ROM No. 703.00.05

Effective Date: November 1, 2008 (cancels July 9, 2002 bulletin)

Reviewed: November 1, 2008

Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

Most learning of job skills occurs in the work place. This learning is the most cost effective and durable. The co-operative, therefore, will meet as many training needs as is possible with on-the-job resources.

1. The co-operative will use or adapt the programs available through FCL. (See Learning and Development Guide for details.)
2. The ADVANCE Program will be used by all departments where it is available as a training tool and outline.
3. The manager will take personal responsibility to see that all employees are trained in the proper procedures and with the right attitude.
4. Each department manager shall prepare a training plan for all positions reporting to him/her. This will outline how the new employee shall be trained in the necessary skills, knowledge, and attitude to do their job to standard. This training plan will be shared with the employee on their first day on the job.
5. Training Plans for most positions in the CRS are available from the Regional Human Resources Manager.

Subject: Learning and Development – Educational Assistance - ROM No. 703.00.06

Effective Date: November 1, 2008

Reviewed: November 1, 2008

Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

The co-operative encourages its employees to constantly upgrade their skills. An Educational Assistance Program is available through FCL to help.

1. To receive this assistance from FCL, the employee must meet the criteria outlined on the Form 833 - Educational Assistance. (*Appendix A*)
2. The form must be completed and approved by the FCL Regional Human Resources Manager prior to enrolment.
3. Upon successful completion, the employee must apply for the rebate by filling out Form 837 - Request for Educational Assistance Rebate (*Appendix B*). It must be accompanied by copies of receipts for tuition costs claimed and evidence of successful completion.

EDUCATIONAL ASSISTANCE

Form 833
Being Revised in 2009

Please obtain forms from your Region Human Resources Department

Form 837 – Request for Educational Assistance Rebate

**REQUEST FOR EDUCATIONAL
ASSISTANCE REBATE**

This Section To Be Completed By The Employee

NAME _____	SOCIAL INSURANCE NO. _____
JOB TITLE _____	
CO-OPERATIVE _____	
COURSE NAME _____	INSTITUTION _____
DATE STARTED _____	MEMBERSHIP FEES (FCL ONLY) \$ _____
DATE COMPLETED _____	TUITION FEES _____
	GST PAID ON ABOVE _____
	TOTAL CLAIMED \$ _____
EMPLOYEE'S SIGNATURE _____	

This Section To Be Completed By FCL Human Resources Dept.

AMOUNT DUE \$ _____
IN FAVOR OF _____
MAIL CHEQUE TO _____
APPROVED BY _____ (HUMAN RESOURCES MANAGER)

For FCL Accounting Use Only

VENDOR NUMBER					
_____	_____	_____	_____	_____	_____
INVOICE NO. _____					

This Section To Be Completed By FCL Human Resources Dept.

ACCOUNT NO.						AMOUNT		
G	S	T						

Authorized by _____ Date _____
(Manager of Training & Development)

Subject: Learning and Development – Resource Centre - ROM No. 703.00.07
Effective Date: November 1, 2008 (cancels October 28, 1997 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

RESOURCE CENTRE

Management and staff are strongly encouraged to make use of audio-visual and print materials available through the Home Office Resource Centre. These materials cover a wide range of topic areas and are appropriate for use by individual staff as well as by managers wishing to provide training to their staff groups.

A Guide to the Resource Centre can be found in the Learning and Development Guide, listing detailed information on all resources.

Materials can be acquired by directly contacting the FCL Learning and Development Co-ordinator – Training in Home Office.

Subject: Staff Compensation – Policy - ROM No. 704.00.01
Effective Date: November 1, 2008 (cancels August 28, 2001 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

EE. **SALARY ADMINISTRATION**

The purpose of a salary administration program is to:

- Establish pay levels that are competitive in the local employment market.
- Assign each employee to a salary range that relates pay to duties and responsibilities. Administer salary within these ranges in accordance with responsibilities and performance.
- Ensure that salary dollars are spent to best advantage in motivating and rewarding high levels of performance.
- Provide the means of maintaining control over compensation practices so that organizational objectives are met.

a. **Salary Guide**

1. (a) Where applicable, follow the Union Agreement for all those in scope.
2. (b) The General Manager shall use the salary guide outlined in the Retail Salary Administration Manual for all staff not covered by a Union Agreement.
3. (c) Wage and salary schedules (guides) will be reviewed on an annual basis.

b. **Merit Increases**

4. (a) Performance appraisals for non-management staff are to be completed with each pay increment until the employee reaches the top of their salary range. Subsequent reviews are to be on an annual basis. All reviews will use Performance and Analysis Review Form 831.
5. (b) Performance appraisals for management shall be on a yearly basis and be accomplished by completing Form 830B or 830D prior to any salary adjustments being made.

c. **Deductions**

6. (a) Deductions required by government regulations or conditions can be made without written authorization by the employee.
7. (b) Deductions that are considered a condition of employment are:
 - Pension Plan

- Group Insurance G369 – Life; G369 – LTD; G377 – Dental, Extended Health Care
- Social Club dues

8. (c) Deductions that may be made with written authorization are:

- Donations to charitable organizations.
- Union Dues.

d. Overtime

9. All overtime must be preauthorized by management.

10. All non-management employees are entitled to overtime pay in accordance with Union Agreements, or government regulations.

e. Hours of Work

11. The regular full-time hours of work for all staff shall be 40 hours per week except for those positions designated otherwise.

FF. OTHER ITEMS

1. Management salary ranges require authorization by the Board of Directors.
2. The co-operative's pay period shall be on a bi-weekly basis with every second period coinciding with an accounting period.
3. Pay cheques shall be made in the name of the employee only **OR** deposited to the employee's Credit Union or bank account.
4. Hours of work shall be as scheduled by management.

GG. MANAGEMENT ADJUSTMENTS

1. Salary ranges will be from the minimum to the normal top of the range.
2. Management salaries will be reviewed on the basis of performance.
3. The effective date for adjustments is two months following year end.

HH. PROMOTIONS AND TRANSFERS

- a. All employees will be eligible for promotions and transfers within the Co-operative Retailing System.
- b. Employees will be informed of retail management vacancies in the System through the Careers Bulletin issued by FCL every two weeks on the CRS website (www.coopconnection.ca) under Careers.
- c. Promotions will be based on the person's performance, their potential and the initiative shown in preparing for more responsible positions.

<u>Subject:</u>	Staff Compensation – Salary Administration Manual - ROM No. 704.00.02
<u>Effective Date:</u>	November 1, 2008 (cancels July 9, 2002 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

II. **MANUAL**

A Retail Salary Administration Manual is available from the Home Office Compensation Department for those retails on the Industrial Relations Fee-For-Service Program. It contains guidelines for both non-management and management positions.

JJ. **SALARY ADMINISTRATION MANUAL UPDATE**

In January of each year, FCL's Human Resources Division issues updates to the Retail Salary Administration Manual for the following year which includes:

- The recommended percentage adjustment to the salary ranges.
- A process for determining commodity department management salary ranges.
- Adjustments to recommended ranges for professional positions due to market conditions, new management positions, etc.
- The non-management wage guides prepared and issued by the Industrial Relations Department.

Subject: Staff Compensation – Payroll Communication - ROM No. 704.00.03
Effective Date: November 1, 2008 (cancels August 28, 2001 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

KK. FORM 608

- a. Available from FCL Stationery Department, Saskatoon, Saskatchewan.
- b. It provides a system of handling payroll changes.
- c. The white copy stays with the payroll records. File buff copy in the employment file. This provides a record of an employee's salary progression.
- d. Forward the pink copy to the Region Human Resources Department.

LL. FORM L27

- a. Use this form to advise of changes required when using computer service for payroll.

Subject: Employee Benefits – Policy - ROM No. 705.00.01

Effective Date: November 1, 2008 (cancels January 2, 2004 bulletin)

Reviewed: November 1, 2008

Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

MM. GENERAL

The co-op will provide, review and continuously update the employee benefit program.

When computing such items as vacations, sick leave credits, superannuation (but excluding Extended Health Care, group life insurance, group long-term disability and group dental plan) the following will apply:

- Employees hired during the 1st and 15th will receive full credit for that month.
- Employees hired after the 15th will receive no credit for that month.

NN. GROUP INSURANCE PLANS

- a. Employees will be eligible for coverage under the group insurance programs adopted by the Board of Directors or as outlined in the Union Agreement.
- b. Each insured employee will receive a benefit brochure providing details of each plan. These and claim forms are available from The Co-operators or FCL, at no charge.
- c. Coverage for new employees commences the day following three months of continuous service.
- d. Premium rates for group insurance including Extended Health Care, life, LTD and dental are subject to review on a regular basis.

The group insurance programs are subject to change at any time. Therefore, the master contracts as amended from time to time by agreement between Federated Co-operatives Limited and The Co-operators Life Insurance Company will be the final basis for settlement of all claims.

1. For the Group Life, Dental Programs and Extended Health Care, a retirement benefit is available to those who:
 - i. Retirement benefits are available to those employees whose age and years of services equals 75 or over, and are retired from the CRS.
 - ii. Employees must have been eligible or progressed from an active benefits plan.
 - iii. Benefits are not available on termination of employment for any other cause including, lay-off, lack of performance or any other just cause.
 - iv. Retirement Benefits Application Form (GL1019) must be submitted to FCL within 30 days prior to the date of retirement for approval. Applications received after this date will not be accepted.

This benefit is not available if employment is terminated for any other cause including lay-off, lack of performance or any other just cause.

OO. **RETIREMENT RECOGNITION**

The retail recognizes long-service employees upon their official retirement from active full-time employment. Such recognition should be of a meaningful nature and should be accorded in compliance with the wishes of the employee involved.

a. **Employees Eligible for Recognition**

All employees who have served a minimum of ten years in the System without interruption (authorized leave of absence excepted).

b. **Extent of Recognition**

i. Retirement

The retail shall contribute to its employees' retirement activities by:

i) Providing a company gift the value of which is to be calculated on the basis of:

- 1% of annual salary if service is more than 10 years but less than 25.
- 2% of annual salary if service is more than 25 years but less than 40.
- 3% of annual salary if service is more than 40 years.

ii) Absorbing the costs associated with the holding of a department supper. Such costs shall be limited to the price of the meal plus reasonable room charges. Bar charges will be the responsibility of the participants.

ii. Other Discontinuance of Employment

The retail will not contribute to farewell activities for employees who are discontinuing their employment with the company.

PP. **SUPERANNUATION**

Subject to the rules and regulations of the plan and applicable Provincial legislation, on completion of one year's continuous service with one or more employer members of the Co-operative Superannuation Society the following will apply:

a. **Employees after one year of service may voluntarily become a member.**

2. Employees after two years of service must become a member.
3. The employee will contribute an amount equal to 5% of their earnings up to the Canada Pension Plan Yearly Maximum Pensionable Earnings and 6% on all earnings above that level. The co-operative will contribute an equal amount. Employees may contribute in excess of the amount stated above. This excess will not be matched by the co-operative.
4. Part-time employees shall be eligible to participate in the Co-operative Superannuation Society after completing the prescribed waiting period, and have met the criteria in their province of employment.
5. Employer contributions will not be made on overtime, or on the vacation pay of terminated staff.

QQ. **SICK LEAVE – NON-MANAGEMENT**

The following will apply unless covered by a bargaining agreement.

- a. After six months continuous employment, each employee will acquire sick leave credits on the basis of 1 day for each month of service. Unused sick leave credits will be cumulative.
- b. To be eligible for sick leave, an employee must notify his/her department manager prior to the start of his/her scheduled shift if unable to report to work due to illness.
- c. Management reserves the right to request a medical certificate and/or the completion of a medical information form from an employee to establish eligibility for sick leave benefits.
- d. Extension of sick leave for longer period than unused sick leave credits requires authorization of the General Manager.

RR. **SICK LEAVE – MANAGEMENT**

- a. Co-operative with Long Term Disability, Plan C
 - i. Permanent management employees will be allowed up to 3 months sick leave for any one illness after which the plan becomes effective.
- b. Co-operative with Long Term Disability, Plan B
 - i. There is a 14-day waiting period which would be covered by sick leave.
- c. Co-operative without Long Term Disability
 - i. Permanent management employees will be allowed up to 3 months sick leave.
 - ii. Sick leave for periods longer than the above requires authorization by the Board of Directors.
 - iii. The Board will follow the above policy for the General Manager and may authorize extensions beyond.

SS. **ACCIDENT COMPENSATION**

- a. When a permanent employee suffers loss of time due to injuries (on the job) and qualifies for temporary disability payment from the Workers' Compensation Board, will be paid for that period by Worker's Compensation Board.
- b. All employees who qualify for Workers' Compensation Board benefits must make application for Long Term Disability Benefits if it appears their period of disability will exceed the qualifying period for Long Term Disability.
- c. After two weeks, the employee will have to pay the full premiums for group life, group dental, and extended health care. Once the employee qualifies for Long Term Disability, there will be a waiver of premium for group life and dental insurance only.

TT. **MEDICAL & HOSPITAL ALLOWANCE**

- a. The co-operative will pay or share equally direct premium tax for plans for employees in provinces where premiums are levied.
- b. Payment of direct premium taxes (in full or in part) is limited to employees who have completed six continuous months employment with the System and is based on the

dependent status of the employee as claimed on the employee's current TD1 on file with Payroll.

UU. **HOLIDAYS**

- a. The following holidays are recognized: New Year' Day, Family Day (Alberta, Saskatchewan, Ontario), Louis Riel Day (Manitoba), Good Friday, Victoria Day, Canada Day, First Monday in August (if applicable), Labour Day, Thanksgiving Day, Remembrance Day, Christmas Day and the usual and customary local civic holidays.
- b. Any of the above holidays may be observed on a day other than the calendar date when so proclaimed by federal, provincial and civic authorities.
- c. When a non-management employee is required to work on a civic holiday, they will be given equivalent time off with pay. If time off cannot be mutually arranged within 30 days, the employee will receive pay at the rate prescribed by provincial regulations.

VV. **ANNUAL VACATIONS**

- a. Continuous service in the CRS is considered in determining vacation benefits.
- b. The annual vacation cut-off date for all employees is April 30th.
- c. The vacation period is May 1st to April 30th, unless a shorter vacation period is mutually agreed to by management and the employee.
- d. Employees are required to take annually by April 30th vacations to which they are entitled unless requested otherwise by management.
- e. Employees may be permitted to take up to two weeks of their annual vacation in advance of April 30th, providing the following apply:
 - i. The employee involved has been employed continuously since May 1st of the previous year.
 - ii. The advanced vacation credits are taken between November 1st and April 30th, when the vacation credits would normally come due.
 - iii. It is the interest of the department involved to advance the holiday credits subject to the approval of the supervisor or department manager.
- f. Vacation scheduling is subject to management approval.

g. **Vacations with pay will be on the following basis:**

- i. Two (2) week holiday after one year of service OR as per labour legislation (minimum of 3 weeks in Saskatchewan).
- ii. Three (3) weeks after five years' continuous employment in CRS.
- iii. Four (4) weeks after ten years' continuous employment in CRS.
- iv. Five (5) weeks after twenty years' continuous employment in CRS.

h. **Employees with less than one year of service are entitled to 1 day vacation with pay up to a maximum of ten days per year for each month of service up to April 30th.**

i. **Employees becoming eligible for three weeks vacation will have a two-week vacation plus 1/2 day per month for service prior to April 30th (limit one week).**

j. **Employees becoming eligible for four weeks vacation will have a three-week vacation plus 1/2 day per month for service prior to April 30th (limit one week).**

k. **Employees becoming eligible for five weeks vacation will have a four-week vacation plus 1/2 day per month for service prior to April 30th (limit one week).**

l. **Employees will receive vacation pay calculated on the basis of 3/52, 4/52, 5/52 whichever is applicable, of the total earnings by the employees.**

m. **If an employee is absent without pay for a period in excess of two weeks in any qualified period, the holiday pay will be calculated on the basis of 3/52, 4/52, 5/52, whichever is applicable.**

n. **When employment is terminated, the employee will receive holiday pay in addition to other amounts paid.**

o. **If a statutory holiday falls within an employee's annual vacation, they will be given an additional day vacation.**

WW. **REST PERIODS**

- a. **A fifteen minute rest with pay will be permitted each forenoon and afternoon for full-time staff.**
- b. **For part-time staff, a fifteen minute rest period with pay will be permitted for every 4 hours on a shift.**
- c. **Times will be established by the Department Manager.**

XX. **LEAVE OF ABSENCE**

1. **Compassionate**
 - i. An employee will be granted time off from work, with pay, in the event of death or serious illness in the immediate family. Immediate family is defined as spouse, children, brother, sister, mother, father, mother-in-law, father-in-law of the employee.
 - ii. The length of such leave up to maximum of 10 days will be determined by the General Manager. Consideration will be given to travel time involved and complexity of the situation.
 - iii. Up to one day's paid leave will be granted to enable employees to attend the funeral of a grandparent, brother-in-law, sister-in-law, or grandchild.

b. Leave Without Pay

- i. One week leave of absence may be authorized by the General Manager.
- ii. Employees must request leave of absence (without pay) in writing, outlining dates and the reason. This includes employees who are going on union business.
- iii. Request for leave of absence must be made as early in advance as is possible. Requests on short notice may not be considered.
- iv. The employee is responsible for full cost of maintaining their benefits while on leave of absence in excess of 2 weeks. Benefits may be maintained for a maximum period of one year.
- v. Seniority will not accumulate during any leave of absence without pay over two weeks in duration (with the exception of parental leave, WCB, and LTD) but an employee's seniority held prior to a leave shall be retained.

c. Parental Leave

- i. Employees, after working a minimum of 20 weeks in the previous 52-week period, shall be granted an unpaid leave of absence.
 - A birth mother will be able to take up to 54 weeks of unpaid leave made up of 17 weeks of maternity leave and 37 weeks of parental leave. The leaves must be continuous.
 - Fathers and/or adoptive parents are also eligible for 37 weeks of continuous unpaid parental leave. This must be taken within one year of the birth or adoption of the child.
 - If both parents are employees, the 37 weeks of parental leave may be taken entirely by one of the parents, or can be shared between the mother and father.
- ii. Employees shall give the co-operative a minimum of 4 weeks' notice prior to the start of the leave (i.e., expected birth date or adoption of the child). The employee must also submit a certificate from a qualified medical practitioner certifying that the employee/spouse is pregnant and indicating the estimated date of confinement, or, in the case of adoption, submit proof of the impending adoption.
- iii. Employees shall give the co-operative a minimum of 4 weeks' notice prior to the date he/she intends to resume employment. If the employee returns to work within six (6) weeks of giving birth to the child, she shall be required to submit a medical certificate certifying her to be medically fit to work.
- iv. Seniority will accumulate during maternity/parental leave. Benefits including sick leave will not accumulate or be paid during such leave, although an employee may, prior to the leave, elect to maintain eligible benefits by prepaying the full cost for the period of leave. The employee's benefits held before such leave shall be reinstated upon his/her return to work.

- v. With respect to accumulated vacation credits, employees will have the option of being paid out the next May 1st or having a maximum of up to 10 days maintained until their return to work, with any amount exceeding 10 days paid out the next May 1st.
- vi. Upon the completion of the maternity/parental leave, the employee has the right to return to his/her employment at the same rate (step) of pay, and under similar terms and conditions as before, but not necessarily the same job. The co-operative's obligation to guarantee employment shall cease if the employee is unable to return to work at the end of the period of approved leave.
- vii. Any female employee, who works with a visual display terminal, will have the option of taking Parental leave immediately upon finding out that she is pregnant, and maintain the right to return to work up to 17 weeks after the birth of the child.
- viii. Provincial legislation shall apply where those employment standards exceed the above provision.

YY. **LEAVE TO BECOME A POLITICAL CANDIDATE**

- a. **Leave of absence, without pay, will be granted to any employee who wishes to seek nomination as a candidate and is elected for municipal, provincial or federal election.**
- b. **After leave of absence has expired, the employees can continue their employment without loss of seniority.**
- c. **Requests for leave must be submitted in writing to the General Manager for Board approval.**
- d. **Employees on leave are responsible for the total cost of benefits.**
- e. **Co-op employment is assured to the person but not necessarily a specific position. This will be determined upon return to employment.**

ZZ. **VOTING TIME OFF**

- a. **Required absence from duty shall be granted by the co-operative to ensure that each employee can vote in any of the following elections for which the employee is a qualified elector.**
 - i. General and By-elections for the Federal Government.
 - ii. General and By-elections for the Provincial Government.
 - GG. Municipal elections.
- b. **Time off will be granted only for that period which has to be added to employees off duty time to provide time for voting as stipulated by federal, provincial or municipal authorities during the period the polls are open.**
- c. **Reasonable additional time may be granted if the employee must travel a long distance to cast their vote.**

AAA. OVERTIME LUNCHES

The following will apply when an employee is required to work overtime after completion of a normal day's work.

- a. No lunch will be supplied if overtime scheduled is two hours or less.
- b. Lunch will be supplied if overtime is for more than two hours. There will be a 15 minute paid lunch period. An additional 15 minute unpaid period will be permitted.
- c. A lunch from the canteen or a catering service will be supplied.
- d. If mutually agreed between the employee and their department manager, a break of one hour or longer may be taken before starting overtime work. The co-operative in this case will not supply lunch.

BBB. SERVICE AWARDS

- a. The co-operative will provide service awards for its employees. Service awards will be granted on accumulative, continuous employment in the Co-operative Retailing System. Included are co-ops who are a member of the Canadian Co-operative Association.
- b. Authorized leave of absence and temporary lay offs are not considered a break in employment (including service in the Armed Forces during emergency).
- c. Service awards shall be granted in recognition of 5, 10, 15, 20 and 25 years of service.
- d. Those employees reaching service milestones of 30, 35 or 40 years will be presented with an appropriate, tangible, gift of their choice. The co-operative will contribute \$10 per year of service.

CCC. EMPLOYEE MEMBERSHIPS IN PROFESSIONAL/SERVICE ORGANIZATIONS

- a. The co-operative will pay the cost of membership fees and meals for staff who are members of professional or service clubs when it is considered in the best interest of the co-operative.
- b. If an employee pays his/her own dues, he/she may belong to the organization of his/her choosing and not be limited in scope of activities or holding of office.
- c. The employee will not use the company name nor permit the organization to exploit the co-operative name in any of its activities.
- d. The employee should withdraw on his/her own initiative from the organization if it appears the membership could involve the co-operative's name in a conflict of interest.

Subject: Employee Benefits – Casual, Part-time and Temporary Employment -
ROM No. 705.00.02

Effective Date: November 1, 2008 (cancels July 9, 2002 bulletin)

Reviewed: November 1, 2008

Issued By: Human Resources Division

Applies To: Retails in the Co-operative Retailing System

A. DEFINITIONS

1. **Casual Employees** - Means a person engaged to perform work of a casual or emergent nature, where the duration of the employment will not exceed a period of ninety (90) calendar days.
2. **Temporary Employees** - Means a person engaged to perform work of a temporary or seasonal nature on a regular full-time or part-time basis for a minimum period of ninety-one (91) calendar days.
3. **Permanent Part-time Employees** – Means a person employed on a regular basis for not less than 24 hours per week on average for a minimum period of 13 consecutive weeks.

NOTE: In Saskatchewan, Labour Standards Regulations dictates that certain benefits must be extended to those who work on average 15 or more hours per week.

B. BENEFITS

1. Casual employees and part-timers who average less than 24 hours per week are not eligible for benefits.
2. Part-time employees (except students) who average more than 24 hours per week will qualify for the following benefits upon reaching the hourly equivalent of 90 calendar days of employment.
 - Group Life Insurance
 - Group Dental Insurance
 - Long Term Disability Insurance
 - Co-operative Superannuation Society
 - Death Benefit
 - Sick Leave
 - Accident Compensation
 - Medicare and Extended Health Coverage
 - Compassionate Leave
 - Parental Leave
 - Staff Purchase Rebate

3. Temporary employees will be eligible for all of the above benefits except the Dental, Long Term Disability and Extended Health Care Plans.
4. Where applicable, these benefits will be prorated to reflect the normal or average earnings of the employee.

C. STATUTORY REQUIREMENTS

The following outlines the co-operative's policy with respect to casual, part-time and temporary employees in accordance with various provincial regulations.

	VACATION PAY	MINIMUM HOURS	HOLIDAY PAY
MANITOBA	4% gross pay at termination 6% if over 5 years' service	Employers can schedule employees for less than three hours. Employees who report for work are paid for at least three hours at regular rates or their scheduled shift, whichever is less.	Time and one-half ($1\frac{1}{2} x$) plus regular wages for work on a statutory holiday. If not worked shall be paid: i) Not less than his/her wage for regular hours of work on a normal work day; OR ii) If he/she has varying wages, 5% of his/her total wages, excluding overtime wages, for the four-week period immediately preceding the holiday. An employee is not eligible for holiday pay if the employee is absent without the employer's consent: i) on his/her first scheduled workday before or after the holiday, or ii) the holiday falls on a day that would normally be a workday for the employee and the employee is required or scheduled to work on that day.
SASK.	3/52 of gross pay at termination 4/52 if 10 years' service	Pay at minimum of three hours times prevailing minimum wage.	Time and one-half ($1\frac{1}{2} x$) plus regular wages for work on a statutory holiday. If not worked shall be paid their regular daily wages (exclusive of overtime) or: - An amount "A" calculated in accordance with the following formula $A=W$. "W" is the total of 20 the wages earned during the A weeks immediately preceded by the holiday exclusive of overtime.
B.C.	4% of gross at termination 6% if over 5 years' service	Two hours pay at regular rate, four hours if the employee had been scheduled to work an eight hour shift.	Time and one half, plus average daily wage (which is wages paid to employee in previous 30 days, divided by the number of days worked) if worked; if not worked, the average daily wage. Paid only to employees who have worked 15 days in the previous 30, or who work under an hours averaging agreement.
ALBERTA	4% of gross at termination 6% if over 5 years' service	Pay at minimum of three hours times prevailing minimum wage.	If not worked shall be paid their average daily earnings (exclusive of overtime) for employees' term of employment: - If the holiday falls on a regularly scheduled work day; and, - If the employee has worked a total of thirty (30) days during the preceding twelve (12) months provided that he/she has not absented themselves from work without the consent of his employer on either their last regular working day preceding or their first day following the holiday.
ONTARIO	4% of gross at termination 6% if over 10 years of service.	3 hours pay at regular rate.	If not worked shall be paid average daily earnings (exclusive of overtime): - If the holiday falls on a regularly scheduled work day; and, - If the employee has been employed for at least 3 months or, - If the employee has earned wages on at least 12 days during the four weeks immediately preceding the holiday and, - If the employee has worked both the scheduled regular day of work preceding and following the holiday.

<u>Subject:</u>	Employee Benefits – Claims Procedures–Company & Statutory Programs - ROM No. 705.00.03
<u>Effective Date:</u>	November 1, 2008 (cancels August 31, 1999 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

(e) PURPOSE

To outline the enrollment to the various employee benefit programs. All material is subject to Legislative or benefit plan change.

For additional information or more detailed interpretation contact the Region Human Resources Manager.

Co-operatives can adopt any of the group programs offered by The Co-operators through a master contract with FCL. It is, however, highly recommended that the group life program be adopted before the others.

Contact The Co-operators, 1920 College Avenue, Regina, Saskatchewan SRP 1C4 for complete information and application forms. The co-operative must complete a master application form and forward it to FCL Home Office, Human Resources Department. A separate application form is required for each benefit program.

(f) GROUP INSURANCE

A group insurance guide outlining the procedures to be followed for Group Life, Dental and Long Term Disability has been produced and is available from The Co-operators. It contains detailed information on coverages and procedures. It is updated on a regular basis and should be consulted when you have questions regarding administration of the benefit program.

The group insurance programs are subject to change at any time. Therefore, the master contract as amended from time to time by agreement between Federated Co-operatives Limited and The Co-operators Life Insurance Company will be the final basis for settlement of all claims.

(g) IN THE EVENT OF DEATH OF AN EMPLOYEE

i) Co-operative Superannuation Society

- (a) The CSS plan provides full vesting in the case of death. This means that all contributions made by the deceased as well as those made by the employer are immediately available to the beneficiary.
- (b) The beneficiary must supply the Society with either a notarized copy of the will, or a bond of Indemnity.
- (c) Notify the CSS immediately of the death of an employee who is a member of the plan. The Society will notify the beneficiary of the amount of funds available and the options available.

ii) Group Life Insurance – GL369

Contact the claims department of The Co-operators, 1920 College Avenue, Regina, Saskatchewan S4P 1C4 upon the death of the co-operative employee.

The money can be made available to the beneficiary in various payouts. The Co-operators can advise of the options available.

The procedure to be followed in the event of a death claim is explained in the Group Insurance Guide.

iii) Canada Pension Plan

To obtain the various death benefits available, the beneficiary should contact the nearest Canada Pension plan office (Service Canada) to obtain all necessary forms and instructions.

(h) ILLNESS OR DISABILITY

i) Employment Insurance

Employment insurance contains a provision for sickness benefits.

To receive benefits, an employee should obtain a “Claimant’s Kit” from E.I., Canada Employment and Immigration. This kit has all necessary forms and instructions.

Co-operatives subscribing to LTD Plan C will make use of the E.I. benefits to cover employees from the expiration of their sick leave until the waiting period has been served.

Co-operatives on Plan B will make no use of the E.I. program.

The co-op will make use of the E.I. plan to cover employees prior to their eligibility (during their first three months of employment) and for pregnancies.

ii) **Workers' Compensation**

Illnesses or injuries incurred in the performance of one's job entitle the employee to benefits under the various provincial Workers' Compensation Boards.

Employees must complete a report on the accident immediately as one occurs and forward it to the W.C.B.

The co-operative must submit an employer's statement of accident.

Benefits range from death benefits and pensions, to widow's pensions and orphan's benefits, as well as temporary disability payments.

iii) **Canada Pension Plan**

A contributor to C.P.P. is regarded as disabled if an examination reveals physical or mental disability is so severe and prolonged that the person is unable to secure regular, gainful employment. This does not mean that the person must be completely helpless to qualify; rather they must be unable to support themselves by reason of their disability.

Make application for benefits to your nearest C.P.P. office (Service Canada). Obtain brochures which outline the formula to determine amount of benefit.

Co-operatives subscribing to the Long Term Disability Plans should ensure that any employee disabled and expected to be disabled for in excess of four months, apply to C.P.P. for benefits.

iv) **Long Term Disability**

To receive benefits, obtain, complete and forward claim Form LC-211 to The Co-operators, 1920 College Avenue, Regina, Saskatchewan S4P 1C4 (see Group Insurance Guide).

Failure to apply to receive C.P.P. disability benefits may result in a reduction of LTD benefits after the 4th month of disability. It is assumed that the employee is entitled to and receiving C.P.P. benefits.

LTD benefits are reduced by any monies payable under C.P.P., Workers' Compensation or any other legislation which produces a benefit as a result of the disability.

(i) **ON RETIREMENT**

i) **Employment Insurance**

The *Employment Insurance Act* provides for the payment of a special benefit to workers when they reach the age of 65. You may be eligible whether or not you have stopped working. Contact Canada Employment and Immigration.

ii) **Canada Pension Plan**

You are eligible if you have contributed to the Canada Pension Plan and have reached 65 years of age.

On approval of the application, the pension is payable to you wherever you live. Benefits are subject to an annual increase, on the basis of current cost-of-living data.

You must apply in writing through the nearest District or Local Office of the Canada Pension Plan, no earlier than 3 months before the month of the 65th birthday.

Before selecting an option, you should seek advice from the nearest Canada Pension Plan Office. Discuss the entire plan so that you are familiar with the total plan and its benefits.

iii) **Old Age Security**

To qualify, a person must have proof of age (birth certificate) and must have been a resident of Canada then years before date of application.

Apply for the benefit six months prior to the 65th birthday. Application forms are available from Service Canada (local C.P.P. offices).

Provisions are made to supplement the income of a retired individual or couple to a certain extent, dependent upon sources of income. A co-operative employee receiving a pension from the Superannuation Society would not be entitled to a supplement. However, each employee should explore this when making application for the old age pension.

iv) **Co-operative Superannuation Society**

- (a) The purpose of the contribution is to provide a retirement income for the employee.
- (b) From age 45 on, an employee should continually assess the retirement income from all sources to ensure financial commitments upon retirement will be met.
- (c) Notify the Society at least three months in advance of planned retirement.
- (d) Become completely familiar with the pension options available.

The retiring employee must supply the Superannuation Society with proof of age (normally a birth certificate). The amount of the pension will be dependent upon the option selected. Contact the Society for further details before selecting the type of pension.

<u>Subject:</u>	Discipline – Policy - ROM No. 706.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels September 22, 1998 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

D. **GENERAL**

In a co-operative, progressive discipline will be used as a positive attempt to correct misdemeanours which interfere with operations, unless an employee's actions are such that progressive discipline is inappropriate.

E. **TYPES OF DISCIPLINE**

2. **Verbal Reprimand**

A verbal reprimand may be given by the person's supervisor in private for minor offenses. Such a reprimand will not become a part of the person's file and, therefore, the matter is closed when the constructive two-way discussion has been finalized.

3. **Letter of Reprimand***

When a more serious infraction occurs, the person's supervisor will write a letter to the person stating the infraction and warning him/her against further misbehaviour. A copy of this letter will be retained in his/her personnel file and, for the employees covered under a bargaining agreement, a copy of the letter shall be forwarded to the Union President or Shop Steward.

4. **Suspension***

A person may be suspended for a period of three (3) to ten (10) days, depending on the seriousness of the offense. Normally, the person will be permitted to carry on his normal duties while his case is being investigated. In some cases, however, it may be necessary to bar the person from the premises until the case has been investigated. In such an instance, the employee will be notified in writing. Progressive discipline normally involves increasing periods of suspension prior to progressing to the next step of dismissal.

5. **Dismissal***

Dismissal will only be used when all other corrective actions have failed or are not applicable.

An example of where the co-operative considers progressive discipline to be inappropriate is in the failure by an employee to pass a probationary period and any violation of the Internal Employee Theft Policy. As noted in Loss Prevention – Internal Employee Theft (ROM No. 200.00.02) absolutely no theft, pilferage or any other form of internal theft will be tolerated.

***NOTE:** At the employee's request, a Shop Steward (at unionized locations) will be permitted to be present when the employee is receiving discipline.

F. **DEFINITIONS OF VIOLATIONS**

The co-operative, as a means of ensuring the safety, morale and well-being of all employees, the protection of its property and equipment, and its ability to control production must expect certain standards of performance from its employees. There are certain types of conduct that, in the co-operative's opinion, undermine the above and warrant discipline.

In certain cases, incidents will occur which require an investigation of the facts, but IN ALL CASES IN WHICH THERE IS A VIOLATION OF THE MAJOR RULES, SUSPENSION OR DISMISSAL WILL RESULT. Therefore, the closest adherence to these rules by all employees is expected.

(j) **Major Rule Violations**

Major offenses are any violations of the co-operative's policies or safety rules to such a degree that the prime consideration is to immediately suspend the employee, pending advice from the General Manager as to the duration of the suspension or the conversion of the suspension to discharge.

Major rule violations include but are not limited to the following:

- (d) Internal theft.
- (e) Giving false information either verbally or on any application form.
- (f) Introduction or use of alcohol, intoxicating liquors or inhibiting drugs on the co-operative's premises, or being under the influence of any of the above during working hours.
- (g) Driving or operating any of the co-operative's vehicles or equipment while under the influence of alcohol or inhibiting drugs.
- (h) Insubordination or disobedience of instructions or directions issued by supervisory personnel of the co-operative.
- (i) Fighting or threatening bodily harm to another employee or person.
- (j) Reckless damage of the co-operative's equipment, property or merchandise.
- (k) Deliberately delaying or restricting production or inciting other employees to do the same.

- (l) Failure to return to work on expiration of vacation or a leave of absence without a reasonable or bona fide excuse.
 - a. For any employee, including those with direct line supervision of other employees and including any manager, to differentiate in treatment of any other employee, either in the hiring or the conditions of employment after hiring or in a manner that could be categorized as personal harassment, because of that employee's race, creed, religion, colour, sex, marital status, family status, sexual orientation, intimate personal relationship with the employee, physical or mental disability (in the absence of bona fide occupational requirements), age, nationality, ancestry, place or origin, or for any conviction(s) for which a pardon has been granted.
 - b. For any employee with direct line supervision of other employees or for any manager to sexually harass an employee through sexual advances, requests for sexual favours or other verbal or physical contact of a sexual nature which are unwelcomed by the employee.
 - c. For any employee to sexually harass another employee through sexual advances, requests for sexual favours or other verbal or physical contact of a sexual nature which are unwelcomed by the employee.
 - d. For supervisory employees, any violation in the administration of the co-operative personnel policies or in the principles enunciated under these policies.
 - e. Failure to meet the bonding criteria required for new or continued employment.
 - f. Conduct during or after working hours that does, or may have a tendency to, discredit the co-operative in the eyes of the general public, customers or other employees.
 - g. Using, without permission, the co-operative's name for purchasing from wholesale or other sources.
 - h. Failure to observe regulations for safety, equipment operation, accident prevention and fire prevention.
 - i. Falsifying a co-operative document for personal gain, for the gain of others, or for any other purpose.
 - j. Making personal long-distance telephone calls at the co-operative's expense.
 - k. Violation of conflict of interest and confidentiality policy of the co-operative.
 - l. Violation of smoking rules in the vicinity of bulk plant or while unloading petroleum products, or while fuelling vehicles or equipment or in the Feed Plants.
 - m. Removing merchandise from the stock area, or allowing others to do so, without an order or without completing and processing a bona fide sale therefore.
 - n. Wilfully concealing while on duty, any known infections, contagious or communicable disease or illness, especially in food preparation areas.
 - o. Crediting non-member sales to his/her own or other member accounts.

- p. Operating or driving any of the co-operative's vehicles or equipment without permission.
- q. Failure to adhere to company policy (e.g., cheque cashing, etc.) resulting in monetary loss to the co-operative.
- r. Selling, attempting or agreeing to sell tobacco or tobacco products to a minor.

(k) **Minor Rule Violations**

Minor offenses are to be dealt with using progressive stages of discipline in order to give the employee a reasonable and adequate opportunity to correct behaviour and attitudes which result in conduct different from that expected of the rest of the staff.

Minor rule violations include, but are not limited to the following:

Violation of smoking rules in areas where NO SMOKING signs are posted.

Using profane or abusive language during working hours that is directed toward supervisor, other fellow employees, customers, FCL employees or elected officials.

Failure to be at assigned working place, ready for work at the designated starting time.

Absences from assigned work or working place or from work area between designated starting and quitting times without notice to and permission from the supervisor or manager.

Failure of a person, unavoidably prevented from reporting to work, to notify promptly the supervisor or manager stating his/her reason for the absence.

Failure to use reasonable care in protecting the co-operative's equipment, property or merchandise.

Failure to observe regulations for good housekeeping and sanitation.

Failure to meet the production standards or jobs requirements that are reasonably expected of employees.

Deliberate loitering on the job, idling in washroom and elsewhere, or needless private conversation with other staff.

Political campaigning of any kind during working hours.

Unauthorized petitioning or canvassing during working hours.

Failure to adhere to company policy concerning the provision of high quality customer service.

Subject: Employee and Family Assistance Program – General - ROM No. 707.00.01
Effective Date: November 1, 2008 (cancels September 26, 2000 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

G. **PURPOSE**

This policy recognizes an opportunity for the Co-operative and (if applicable) the local union, to assist employees who are experiencing problems which may affect their job performance or personal well being through the confidential referral to professional agencies in the area. Troubled employees may have problems of many kinds including financial, legal, mental, emotional, spiritual, social, physical, improper use of alcohol or drugs.

H. **POLICY**

6. The Co-operative and Union (if applicable) will provide a climate of recovery for troubled employees who sincerely work toward overcoming their problems and are able to maintain acceptable performance.
7. The Co-operative will have an EFAP Committee which will serve as a team to help refer troubled employees to assistance. The Regional Human Resources Department will be consulted as required.
8. Information supplied by troubled employees will be treated in confidence. Where time off work is required, the General Manager will make arrangements.
9. In many cases, troubled employees may be involved with illness requiring treatment. The Co-operative believes in the need for treatment for the illness. Where time off work is needed for the treatment of illness, sick time benefits will apply.

NOTE: Initial treatment at alcohol, drug abuse or gambling rehabilitation centres will be covered by sick leave policy. Further treatments, excluding consultations, will be on the basis of half regular salary within the sick leave policy.

I. **PROCEDURE**

1. An employee may make use of the program by:
 - (m) Self Referral – On his/her own initiative, the employee contacts an EFAP Committee Member or professional helping agency.
 - (n) Informal Referral – A co-worker, family member or EFAP Committee Member suggests to the employee to seek help through the program.
 - (o) Formal Referral – As a result of deteriorating job performance, the employee is formally offered the program by his/her supervisor.
2. The decision to accept assistance under EFAP is the personal responsibility of the employee.
3. If necessary, the EFAP Committee Member should follow-up with the employee on any action plan.
4. The Co-operative's role is to provide assistance and encouragement to the troubled employee. The Co-op does not assume any responsibility or liability for the solution of the employee's problems, the result of counselling or treatment, or any costs incurred.

J. **EFAP AND WELLNESS**

1. Learning opportunities on EFAP and Wellness subjects will be made available to staff through the local EFAP Committees.
2. The following information program will be employed:
 - i. EFAP Committees will circulate information from time to time to the employees.
 - ii. Management meetings, training sessions, clinics, will be encouraged to provide time (i.e., half hour for presentations) on EFAP and Wellness topics. The Co-operative will provide for resource persons and materials. The Region Human Resources Department can assist in obtaining resource material in this regard. These learning opportunities will not result in a loss of pay to employees.

Subject: Dehiring Employees – General - ROM No. 708.00.01
Effective Date: November 1, 2008 (cancels October 1, 1996 bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

A. **DEFINITION OF DEHIRING**

Dehiring is any change in the working conditions which could result in the legal separation of the employee from the Co-operative.

B. **APPLICATION OF DEHIRING**

Some or all of the following information may apply to a dehiring situation. Each dehiring case will be different and will determine which parts of the policy apply.

1. **Notice**

Both the Co-operative and the employee must give written notice to sever the employment relationship. Notice of intention to terminate or lay off, or pay in lieu of notice in normal circumstances will be the maximum of one of the following:

- (a) Between three months and two years consecutive service by permanent employees – one week; between two years and five years consecutive service by permanent employees – two weeks; after five years consecutive service – three weeks.
- (b) Federal or provincial legislation minimum requirement as applicable to the individual employee.
- (c) Such notice as is required by a collective bargaining agreement which applies to the employee.

No notice will be provided if the dehiring is for cause.

2. **Transfers**

A transfer is a move either within the Co-operative or to another retail in the Co-operative Retailing System.

3. **Demotions**

In the case of a demotion, such action is a lessening of job responsibility consistent with either the Co-operative's requirements or the employee's desire for a reduced level of responsibility. In these cases, the lessening of responsibilities should not be taken in a negative way as this is a positive method of reducing responsibility to prepare a person for retirement. In addition, an employee whose performance is considered satisfactory but who cannot be continued in his present position for reasons which are not the fault of the employee will be given, if possible, other employment opportunities. In such cases, an employee who is offered a position paying less than his current salary shall not have the salary decreased to less than the percentage shown on the following chart:

Minimum Salary Following Demotion as % of Regular Salary Prior to Demotion

(Use total number of full years of service to arrive at specific percentage to apply – e.g., 18 years, 26 years, etc.)

Regular Monthly Salary	Years of Service					
	5	10	15	20	25	30 & Over
Up to \$5,000	70	75	80	85	90	95
Over \$5,000	65	70	75	80	85	90

Example 1 - An employee with 18 full years of service and earning \$4,200.00 per month would be entitled to 83% of regular monthly salary, following demotion, by using the chart above on the basis of completed full years of service.

Example 2 - An employee with 8 full years of service and earning \$6,100.00 per month would be entitled to 68% of regular salary following demotion.

The salary will be reduced as shown in the chart above until the range increases enough for regular salary administration to apply.

4. **Severance Allowance**

- (a) Severance allowance is considered as a grant to assist the person in establishing himself in other employment and requires the approval of the General Manager.
- (b) Management Employees - Severance allowance will be established using a rate of 2/3 of a month's salary per completed year of service within the Co-operative Retailing System. The maximum severance allowance based on prorated service is the equivalent of one year's salary.
- (c) Non-Management Employees - Severance allowance will be calculated by using a rate of one week's pay for each year of completed service up to a maximum of 26 weeks' pay.

Where severance is covered in a collective bargaining agreement, those provisions will apply in lieu of this policy statement.

- (d) Severance allowance will be paid in a lump sum at the time of termination (see below for eligibility).

(l) Eligibility for Severance Allowance

- i) **When Paid**

When full-time employment is terminated due to technological change, automation or other reasons beyond the control of the person.

ii) **When Not Paid**

- When a person resigns voluntarily or elects to retire.
- When a person is dismissed for cause.
- When a person is laid off and subject to recall.
- When the employee is provided with reasonable notice of termination of employment due to that employee's work performance or when the employee is provided with reasonable notice of termination of employment, provided the notice of termination is reasonable in the circumstances and complies with Labour Standards Legislation.
- When a part-time employee's hours are reduced through the normal process of business fluctuations.

(m) **Severance Terms**

All severance will be governed by the following general conditions:

- i) **Resignation Requested by the Co-operative** – In some cases where dismissal without notice is not called for, the co-operative may request a full-time employee resign rather than be terminated. The co-operative may agree to pay severance allowance as part of the dehiring settlement.
- ii) Full-time employees on vacation or having vacation credits may be entitled to salary in lieu of vacation in addition to any severance allowance which may be granted.
- iii) The lump sum severance allowance will be a total payment to cover all future losses due to the dehiring.
- iv) A full-time employee who receives severance allowance and is later rehired will not be allowed to repay the severance allowance previously paid him in order to re-establish his seniority at the time of separation.
- v) A full-time employee who is rehired and is separated a second time shall receive severance credits, if eligible, for the new period of employment only.
- iv) In the event that the Co-operative sells a portion of its business and the new employer accepts that full-time employee on staff, no severance allowance will be paid to that full-time employee.
- v) All severance payments must be accompanied by a signed release form (see 708.00.02).

(n) TERMINATION AUTHORIZATION

10. Authority regarding termination of operating management will be with the General Manager, in consultation with the Board.
11. Authority regarding termination on non-management will lie with the Operating Department Manager in consultation with the General Manager.
12. If a bargaining agreement exists, the Union President or Union Committee must be aware of complete details prior to actual termination (unless termination is voluntary).

Potential dehiring situations should be discussed with the Human Resources Department prior to action being taken. Valuable information may be provided which could assist in managing a dehiring situation and avoiding potential costly legal consequences.

Additional information is also available in the Co-operative Dehiring Manual available from the Human Resources Department.

Subject: Dehiring Employees – Release Form - ROM No. 708.00.02
Effective Date: November 1, 2008 (cancels March 1, 1994 Bulletin)
Reviewed: November 1, 2008
Issued By: Human Resources Division
Applies To: Retails in the Co-operative Retailing System

To be completed in all cases where a severance allowance has been paid.

RELEASE

I, _____, of the City/Town of _____, in the Province of _____, in consideration of the sum of \$ _____ (which includes all applicable deductions), receipt of which is hereby acknowledged, hereby remise, release and forever discharge _____ (here called " _____ Co-op", which includes its successors and assigns) of and from all actions, causes of action, claims and demands of every nature or kind arising out of, or in any way related to, or connected with my employment with _____ Co-op.

For the consideration described above, I hereby covenant and agree:

1. My employment with _____ Co-op terminates effective _____;
2. I will not make any claim or commence or maintain any action or proceeding against _____ Co-op for any matters relating to my employment or the termination of my employment or against any person or corporation in which any claim could arise against _____ Co-op for contribution or indemnity in respect of any incident during the period of my employment with _____ Co-op, including any claims or proceedings under human rights legislation and employment or labour standards legislation;
3. I understand that _____ Co-op, by the payment described above or otherwise, does not admit any liability to me in respect of any incident that occurred during my employment or in connection with the termination of my employment and specifically denies any claim against it;
4. I understand that _____ Co-op's decisions relating to my employment, and the termination of my employment were made in good faith and with the best interest of _____ Co-op in mind; I will not make critical or derogatory comments about _____ Co-op or any of its actions or decisions relating to my employment or its termination; I will keep confidential the terms of this release and the events leading up to the termination of my employment with _____ Co-op;
5. I understand that the benefits coverage I had with or through _____ Co-op during the period of my employment with _____ Co-op ceases effective _____ and that, on or after that date, I will not make any claim or commence any action or proceeding against _____ Co-op for any matters arising out of that benefits coverage;
6. I have had sufficient time and opportunity to consider all the factors relating to the termination of my employment with _____ Co-op and the offer of settlement _____ Co-op has made to me;
7. I have read this release, I have signed it voluntarily, and I am fully aware of its consequences.

Dated this _____ day of _____, 2_____

Witness

<u>Subject:</u>	Safety - ROM No. 709.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels July 9, 2002 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

A safe and healthy work environment is a commitment the Co-operative makes to all of its employees and it is one that is contained in the Co-operative's "*Statement of Expectations*". Employees can expect the Co-operative to provide a safe working environment and the Co-operative expects employees to take personal responsibility and pride in the safety of themselves, their co-workers, the public and the protection of the Co-operative's assets. The Co-operative will provide active leadership and support of occupational health, safety, fire prevention, security and loss control programs to this end. With those expectations firmly in mind, it is the policy of the Co-operative to provide:

- (a) a safe working environment;
- (b) training covering safe working procedures and information; and
- (c) special clothing and equipment required to protect employees against particular hazards.

More specifically:

1. This policy must be reviewed with every employee as part of their orientation. Since safety is an ongoing responsibility, any revisions to the policy must also be provided to employees.
2. Occupational Health & Safety Committees will be maintained, with representation from all Co-operative locations. The Co-operative will ensure that the committees are active and effective in their responsibilities which will include:
 - (a) Conduct workplace assessments to determine potential workplace hazards and to identify steps required to eliminate or minimize the hazard.
 - (b) Conduct workplace inspections on a regular basis and report on action required to appropriate individuals.
 - (c) Maintain copies of all assessment reports.
 - (d) Hold a minimum of four meetings annually.
 - (e) Maintain and distribute minutes of the meetings as required.
 - (f) Work with the Co-operative to find and control hazards, and to set up educational and training programs.
 - (g) Audit the safety manual in the location to ensure it is current and complete.

3. Notwithstanding the obligations set out in Section 2, supervisors will undertake safety assessments for all positions for which they have supervisory responsibilities. Assessments should be reviewed at least annually. Human Resources staff, if available, will provide assistance in these matters.
4. Effective and timely training in all necessary safety procedures and information will be mandatory for designated positions. This will include positions requiring training in WHMIS, Transportation of Dangerous Goods, proper lifting procedures, forklift operation and others.
5. Along with other safety equipment or clothing specific to a work area:
 - (a) **First-Aid Kits** – Regulation first-aid kits will be provided and maintained by the Co-operative in appropriate locations.
 - (b) **Safety Footwear** – Safety footwear will be worn in locations determined by the Occupational Health & Safety Committee. The Co-operative will assist employees in the purchase of these shoes by making them available for half the cost of the footwear to a maximum of \$125.00 per eligible employee per calendar year, or as provided in the applicable collective bargaining agreement. A copy of the receipt must be presented for reimbursement.
 - (c) **Hard Hats** – Provide hard hats (and liners) to employees in locations determined by the Occupational Health & Safety Committee as requiring such protective equipment.
 - (d) **Protective Clothing** – Supply and replace necessary protective clothing worn by employees on the job.
6. All locations will maintain a current safety manual that will include:
 - (a) Policy statement.
 - (b) Occupational Health & Safety Committee members' list and minutes.
 - (c) Training plan.
 - (d) Safety rules and regulations specific to work site.
 - (e) Legislation/regulations.
 - (f) WCB reports.
 - (g) Emergency Response Plan.

NOTE: Similar functions in different locations will utilize similar manuals.

7. The Co-operative will track and monitor all sick leave, WCB and Long Term Disability claims. This information will provide data that will direct educational, training or safety equipment resources.

8. **Responsibilities**

- (a) **Managers and Supervisors**

- i) Management is to provide leadership through positive attitudes, actions and concerns in promoting all aspects of working safely, and to ensure to the best of their ability that each employee knows of, and complies with, safety regulations pertaining to the type of work being done. The supervisor must explain to each employee the hazards of each job and how to avoid them, and analyze employees' capabilities for their assigned jobs.
- ii) Employees with physical or mental impairments will not be assigned to work if these impairments may endanger themselves or others.
- iii) To give an injured employee proper and immediate attention, and to immediately arrange any medical and/or hospital assistance required.
- iv) To ensure that each new employee is instructed in safety procedures and requirements during the employee's first day orientation session.
- v) To provide safety equipment and protective devices for use by employees.
- vi) To ensure that all equipment and machinery is in a safe operating condition and capable of safely performing the job for which it is used. Any machinery or equipment not in a safely usable condition must be taken out of service until satisfactory repairs have been made to permit its safe operation.
- vii) To take prompt, corrective action wherever unsafe conditions and acts are noted.
- viii) To ensure that the workplace is in a safe condition. This includes, where applicable, housekeeping, proper maintenance of machinery and tools, adequate lighting, proper space to do the job efficiently, and proper tools to do the job.
- ix) To immediately correct any employee who is observed violating safety regulations, and insist that safe work procedures be followed.
- x) To take whatever disciplinary actions are necessary with an employee who repeatedly, carelessly, intentionally or for other reasons, commits unsafe acts which endanger the employee or others.
- xi) The location manager or designate shall be responsible for maintaining the First Aid Kit in a clean, sanitary condition, adequately stocked with the necessary first aid supplies.
- xii) To prepare and forward to the General Manager or Human Resources Manager and to the Occupational Health & Safety Committee, reports of all accidents resulting in injury requiring medical aid and/or resulting in loss of working time, as well as all near accidents.

(b) **Employees**

While the Co-operative has a responsibility to the employee in providing a safe work environment, safe tools and equipment, the employee also has a responsibility to the Co-operative to use the proper tools and protective equipment provided for this purpose. Some of the safety responsibilities of the employee are:

- i) To present themselves for work mentally alert and in a condition capable of performing the tasks normally assigned to them. No employee whose faculties are impaired by alcohol or drugs shall enter or remain in the workplace.
- ii) To assist in giving an injured employee proper and immediate attention, and to immediately arrange any medical and/or hospital assistance required, or to assist the supervisor or manager in doing so.
- iii) Use the safeguards, safety appliances and protective equipment required by safety regulations. These may include hard hats, safety goggles, dust masks, rubber boots, hearing protection, etc. After use, return them in a clean condition to their designated storage location.
- iv) Not to use any equipment that is defective, or that endangers themselves or other workers.
- v) Be alert to conditions which may cause accidents. If an employee discovers equipment to be faulty or hazardous to use, this condition must be reported immediately to their supervisor, and the equipment taken out of service until the defect has been corrected.
- vi) No employee shall engage in horseplay, scuffling, unnecessary running or jumping, practical joking, or any other activity that might create or constitute a hazard to any other person or themselves.
- vii) To report all accidents and injuries to their supervisor immediately, no matter how slight the injury may be.
- viii) Familiarize themselves with the location of emergency equipment – fire alarm pull stations, fire extinguisher locations, evacuation routes, first aid stations, emergency disconnects, fuel shut-offs, water shut-off and emergency contact list.

9. **Investigations**

- (a) Every accident or near accident will be reported to a supervisor. The supervisor will immediately begin an investigation of the incident to determine the cause, and whether any steps should be taken to prevent a recurrence of the incident.
- (b) The complainant, if any, and witnesses will be interviewed along with any individuals who may be able to provide relevant information. All information gathered will be kept in confidence.

- (c) A report will be completed within 15 working days of commencing the investigation, and will be delivered to the Occupational Health & Safety Committee, as well as to the General Manager or Human Resources Manager. If more time is required, all parties will be notified.
- (d) The Occupational Health & Safety Committee will review the report to determine its accuracy and whether any steps should be taken to correct the incident or to prevent its recurrence.
- (e) The General Manager or Human Resources Manager will review the report to determine whether any disciplinary action should be taken as a result of the incident.
- (f) No steps shall be taken against an employee who reports in good faith an accident or a dangerous situation, or who in good faith participates in an investigation.

10. Right to Refuse Unsafe Work

- (a) An employee may refuse to perform any particular task or tasks where the employee has reasonable grounds to believe that it would be unusually dangerous to the health or safety of the employee or any other person in the workplace. When this occurs:
 - i) the employee is to immediately notify their supervisor, who will attend to the matter;
 - ii) the employee is to remain at work for their regular shift;
 - iii) the employee may be assigned other tasks; and
 - iv) the supervisor shall take steps to attempt to remedy the situation to the satisfaction of the employee.
- (b) If the employee is not satisfied with the steps taken by the supervisor, they may refer the matter to a member of the Occupational Health & Safety Committee. The Committee shall, together with the employee and the supervisor, attempt to fashion a remedy to the satisfaction of the employee.
- (c) Where a supervisor or the Occupational Health & Safety Committee decides that the task or tasks that an employee has refused to perform is unusually dangerous to the health or safety of the employee or any other person at the place of employment, the supervisor or the Occupational Health & Safety Committee shall issue a notice preventing other employees from undertaking the task or tasks until the matter is remedied.
- (d) Where a supervisor or the Occupational Health & Safety Committee decides that the task or tasks that an employee has refused to perform is **not** unusually dangerous to the health or safety of the employee or any other person at the place of employment, the Co-operative and the employee shall be advised in writing:
 - i) of the decision; and
 - ii) that the employee is no longer entitled to refuse to perform that task.

- (e) Where an employee has refused to perform a task or tasks, the Co-operative will not request or assign another employee to perform that task or tasks unless the other employee has been advised by the Co-operative in writing:
 - i) of the refusal and the reasons for the refusal;
 - ii) the reason the employee being assigned or requested to do the task can, in the Co-operative's opinion, carry out the task in a healthy and safe manner; and
 - iii) the right of the employee to refuse to do the task.
- (f) No action shall be taken against an employee because:
 - i) they have acted in compliance with this policy or with the Occupational Health & Safety legislation or regulations; or
 - ii) they refused to work pursuant to this policy.

11. **Penalties**

As per ROM 706.00.01, "Discipline", it will be considered a major rule violation for a supervisor or employee to fail to observe/practice or cause such failure of the safety rules and regulations put in place by the Co-operative and the Occupational Health & Safety Committee.

A major rule violation will result in an immediate suspension of the individual and possible discharge.

12. For further details on the Co-operative's commitment to providing a safe workplace, please refer to the following policies: ROM 711.00.01, "Sexual & Personal Harassment"; ROM 716.00.01, "Violence"; ROM 709.00.03, "Working Alone"; and ROM 720.00.01 "Drug & Alcohol Testing".

<u>Subject:</u>	Disability Management - ROM No. 709.00.02
<u>Effective Date:</u>	November 1, 2008 (cancels July 9, 2002 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

Occupational and non-occupational injuries and illness can be a significant burden to both the Co-operative and employees. Extended time off work whether on sick leave, Long Term Disability or WCB, is not only costly but also can be dispiriting. The longer employees are away from their workplace, the greater the feeling of separation for both they and the organization and the less likely they are to return to the workplace.

To proactively reduce these risks, the Co-operative has adopted a disability management program for employees who have sustained a workplace injury. This will include:

1. Working with the employee, the union (if applicable), WCB, insurance company and health care professionals, the Co-operative will ensure an early return to work program is implemented within the following principles.
 - (a) The work could be altered or light duties, full-time or part-time.
 - (b) The work will provide meaningful and productive employment.
 - (c) Under the direction of a qualified health care professional, the specific job demands and the abilities of the disabled employee must be considered.
 - (d) All medical information shall be kept confidential and will be provided only to those who need access to it with the consent of the employee.
 - (e) Return to work may be further enhanced through:
 - Training on the job.
 - Employment skills training.
2. At the time of injury, the supervisor/department manager is to:
 - (a) Meet with the employee to assess the nature of the injury.
 - (b) If the injury is significant, send the employee to see a doctor immediately.

- (c) Give the employee:
 - i) an employee instructional memo;
 - ii) a letter for the attending physician, including the Physician's Assessment Form; and
 - iii) WCB Worker's Initial Report of Injury.
- (d) Instruct the employee (unless the nature of the injury is very significant) to report back to the workplace on their next scheduled shift.
- (e) Notify the designated Return to Work (RTW) Assessment Team.

3. The supervisor/department manager, the General Manager and/or Human Resources, and a non-management representative of the Occupational Health & Safety Committee will be the RTW Assessment Team and will have the key responsibility of administering each RTW Program. With the co-operation of the injured worker, the RTW Program will be based on information received from the attending physician, specialist and, in certain cases, a Workers' Compensation client service representative.

4. The purpose of the RTW Program is to return employees to their pre-injury status. In certain situations, the employees participating in the program will be scheduled as an extra employee, over and above the department's normal complement. The employee will remain on the Co-operative's payroll but wage costs will be covered by WCB. The RTW employee will perform part of their regular duties where possible. When this is not appropriate, alternate duties should be arranged within the same department. At no time should an RTW employee be asked to perform duties that are contrary to the medical limitations as indicated by their physician.

5. When the injured employee returns to their next scheduled shift, the RTW Assessment Team meets with the employee and will review the completed Physician's Assessment Form. Based upon the information provided by the physician and/or specialist, the Return To Work Worksheet should be completed by the RTW Assessment Team and filed with either the General Manager or Human Resources. These forms should be faxed to the attending physician or specialist and the Workers' Compensation client service representative.

6. To apply the above provisions within the Co-operative, each supervisor/department manager will have at their location all the necessary forms, which should include:

- (a) WCB Worker's Initial Report of Injury.
- (b) WCB Employer's Initial Report of Injury.
- (c) Instructions memo to injured employee.
- (d) A letter to attending physician, including the Physician's Assessment Form, and the injured worker's Job Information Worksheet.
- (e) Return to Work Worksheet.

<u>Subject:</u>	Working Alone – General - ROM No. 709.00.03
<u>Effective Date:</u>	November 1, 2008 (cancels Bulletin 709.00.02 issued June 11, 2002 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

K. **DEFINITION**

In this provision “working alone” refers to situations where assistance is not readily available to an employee. This can mean travelling alone, being the only employee on a work site, or even working with other people, but not being readily visible to others.

13. **Procedures**

- (p) If there are employees working alone in a retail facility:
 - i) the cashier area must be in a visible location;
 - ii) there should be limited cash available, particularly at night, and a sign should be posted advertising this fact;
 - iii) escape routes from the facilities should be limited – any back or side doors should be locked;
 - iv) some kind of security system should be installed, whether it be cameras, alarms, or plexiglass shields, and this should be indicated on a sign;
 - v) employees should be trained in robbery awareness procedures.
- (q) All employees working alone away from the office must be equipped with or be in proximity to a communications device, whether it is a two-way radio or cell phone. Employees may use their own phone, and the company will reimburse employees for verified business or emergency calls. Cell phones will be made available to employees who do not have their own phone. Any employee who is making travel arrangements should at the same time reserve a phone for use during their trip.

Employees should also ensure that their travel plans are made known to their supervisor, or a copy is left in a location where it can be found in the event of an emergency.

Vehicles used by employees will be in good working order, and will be adequately equipped with emergency equipment.

Where there is limited cellular phone or two-way radio coverage, there will be a predetermined set phone-in time with the cost of the call paid by the employer.

- (r) Safety sensitive positions (such as fuel or service truck drivers) will have set call-in times. If no call is received by the supervisor by the designated times, he or she will call the employee to ensure that the employee is safe.
- (s) Where there are a small number of employees working in a larger work site, such that they may not see or otherwise be in contact with another employee for a period of time, then these employees should also be in possession of a communications device, such as a two-way radio. If the work being undertaken by the employee is potentially hazardous, then there should be regular call-in times.
- (t) Where an employee has a shift that begins or ends outside normal business hours, every effort will be made to ensure that he or she is working with another person. Where this is not possible, a supervisor will contact this person during the shift. If there is overnight maintenance or security at a facility, they should check in with people who are in the building, either in person or by phone.
- (u) Any incidents that may affect the safety of the employee must be reported to the supervisor. Incidents where violence is involved will be reported in accordance with the violence prevention policy.

<u>Subject:</u>	Industrial Relations – General - ROM No. 710.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels January 2, 2004 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

L. PURPOSE

To provide information on the subject of Industrial Relations.

M. GENERAL

The term “Industrial Relations” applies where a group of employees are organized collectively as a legally certified union or an employees’ association.

The basic function in Industrial Relations is to enhance and stimulate a healthy relationship between organized employees and co-operatives.

Basic to this are collective bargaining agreement negotiations, administration of the terms of these agreements, and the settlement of disputes.

N. SERVICES PROVIDED BY FCL

1. Assist General Managers through organization and certification process.
2. Assist General Managers with negotiations.
3. Assist General Managers with advice on grievances, mediation and arbitrations.
4. Assist General Managers by providing them with collective agreement administration and effective discipline techniques.
5. Research and liaison with governments and other companies.
6. Labour Relations Bulletins.
7. Labour Legislation updates.
8. Wage surveys and analysis.
9. Employee attitude surveys.
10. Training for management personnel in the area of employee relations practices.
11. Conducting conferences and seminars for training and information exchange.
12. Limited arbitration representation.
13. Review Human Resources policies.
14. Retail Vulnerability Audits.
15. Provide manuals and guides to assist in improving employee relations.
16. Assist with implementation of an absentee control program.
17. Occupational Health & Safety information and advice.

O. **COST OF SERVICES**

1. Retainer:

i)	Retails with less than 55 Full Time Equivalent	\$1,000
ii)	Retails with 55-100 Full Time Equivalent	\$2,000
iii)	Retails with 101-150 Full Time Equivalent	\$3,000
iv)	Retails with 151-200 Full Time Equivalent	\$4,000
v)	Retails with 201-400 Full Time Equivalent	\$5,000
vi)	Retails with 401-800 Full Time Equivalent	\$7,000
vii)	Retails with more than 800 Full Time Equivalent	\$10,000

$$\frac{\text{Full Time Equivalent}}{2080} = \frac{\text{Total Hours Worked}}{2080}$$

Excluding vacation, sick leave, training, WCB

2. Direct Collective Bargaining Assistance - \$300.00 per day plus travel (air, vehicle).
3. Arbitration Representation - \$300.00 per day plus expenses.
4. Employee Relations Manual - \$30.00 each.
5. Other Direct Assistance (e.g., seminars offered at the retail) - \$300.00 per day plus expenses.

<u>Subject:</u>	Industrial Relations – Management Action - ROM No. 710.00.02
<u>Effective Date:</u>	November 1, 2008 (cancels January 2, 2004 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

P. **PURPOSE**

To provide management with information on the subject of Industrial Relations.

Q. **NON UNION CO-OPERATIVES**

18. Use the wage and salary guides issued by FCL annually.
19. Adopt and use the recommended personnel policy section and benefits as outlined in this manual.
20. Keep abreast of union contracts in neighbouring co-operatives and local retail businesses.
21. Establish joint consultation committee described below.
22. Prepare and distribute employee information manuals to keep staff informed about policies, benefit plans, etc.
23. Have constant communication, staff meetings and informational programs on a regular basis.
24. Have employees participate in, and be knowledgeable of, the operation.
25. Listen to employees' problems and take the necessary corrective action.
26. Conduct Employee Attitude Survey to receive employee feedback on Human Resource practices.
27. Conduct Human Resources audit to detect areas where proactive steps can be taken.
28. Ensure managers and supervisors receive training on proper supervisory practices.

Employees will be more likely to organize collectively if wage levels, benefits and working conditions are inferior to organized co-operatives or businesses.

R. **UNION ORGANIZATIONAL ACTIVITY**

1. Organizational activity is a symptom of discontent between management and employees.
2. All provinces have a *Trade Union Act* or *Labour Relations Act* which gives employees the right to join, organize or form a union of their choice.
3. Legislation restricts employers from influencing employees' choice by way of threats, promises, coercion or any other such activity.
4. Trade unions are restricted in the manner in which they may approach employees.

When organizational activity takes place, immediately contact the Industrial Relations Department, FCL Home Office, Saskatoon, for advice and guidance.

S. **NEGOTIATIONS**

Contact the FCL Industrial Relations Department for assistance to negotiate the first and subsequent collective agreement(s). The first agreement is the most important one negotiated. Care must be taken to ensure proper terminology is included.

T. **UNION CONTRACT ADMINISTRATION**

Hold a workshop to familiarize the entire management team with the provisions of the contract. It is important that there be uniformity in the interpretation and administration of the agreement.

Grievances

- (v) Settle in accordance with the procedure in the union contract. Make every attempt to settle the grievance in the first or second stop of the procedure.
- (w) Contact the Industrial Relations Department as soon as a grievance is received.

Consultation

Establish a joint consultation committee (also known as labour/management committee) made up equally of management and employees, even if there is not a union present at your location.

Purpose of the Committee Would Be:

- (i) To meet regularly to promote better communications, mutual respect and understanding.
- (ii) To discuss ways and means of improving working methods, safety, operating efficiency, plant maintenance, elimination of waste and consultation on operational changes brought about by technological advancement.
- (c) The Industrial Relations Department can provide advice on formation of a joint consultation committee.

<u>Subject:</u>	Sexual and Personal Harassment – Policy - ROM No. 711.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels January 2, 2004 and November 8, 2005 bulletins)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

U. PURPOSE

The co-operative, in exercising its responsibility as an employer, endeavours at all times to provide a work environment which is supportive of both productivity and the personal goals, dignity and self-esteem of every employee. The co-operative is committed to a healthy harassment-free work environment for all staff. To this extent, the co-operative adopted this policy with the intention of preventing sexual and personal harassment of its employees and to deal quickly and effectively with any incident involving harassment.

The policy of this organization is that sexual and personal harassment will not be tolerated in our workplace.

Employees are encouraged to use the policy set out herein. This policy is not intended to prevent an employee from making any inquiries, seeking assistance, or exercising legal rights:

- Under the applicable human rights legislation.
- Under the relevant occupational health and safety legislation.
- Under any other law.

V. DEFINITIONS

1. Sexual Harassment

- 2.
3. Sexual harassment in the workplace can be defined as any unwanted sexual advance, request for sexual favours, or other verbal or physical contact of a sexual nature which threatens job security, affects advancement opportunities or negatively impacts on the working conditions or employment atmosphere in which any employee works. Sexual harassment is any conduct, comment, gesture, or contact of a sexual nature that is likely to cause offense or humiliation to any employee or that might, on reasonable grounds, be perceived by that employee as placing a sexual condition on employment or on any opportunity for training or promotion.
- 4.
5. Sexual harassment can include such things as pinching, sexist jokes, patting, rubbing, leering, dirty jokes, pornographic pictures or materials, displays of pin-ups in a working area, suggestions/innuendoes, requests or demands of a sexual nature.

6. Any of the above behaviour need not be intentional in order to be considered sexual harassment. If any of the above are offensive, intimidating or make an employee feel uncomfortable, they would be deemed to be sexual harassment and will not be acceptable behaviour within our co-operative.
- 7.
8. Sexual harassment should not be confused with social interaction. Sexual harassment is not flirtation or other mutually acceptable behaviour which may be part of the working environment. Social interaction between sexes is based on mutual consent and attraction and does not involve intimidation or negative connotations. Harassment, however, is coercive and one-sided, and leaves one of the parties feeling negative about the experience. When an employee is treated as a sex object rather than a worker, sexual harassment has occurred.
- 9.
10. Sexual harassment may occur either at or away from the usual workplace and could be either on a one-time basis or in a continuous series of incidents. It could involve unwelcomed sexual actions by superiors, an employee's peers or the employee's subordinates. Either male or female employees can be victims of such harassment.
- 11.
12. Sexual harassment may also include harassment where the harasser is not an employee of our company, but is a director, customer, vendor, contractor or a member of the general public.
- 13.
14. Sexual harassment is an illegal employment practice and is a violation of the law under both federal legislation and all provincial statutes. As such, it is a serious offense, subject to a range of disciplinary actions up to and including dismissal.
- 15.

2. Personal Harassment

- 16.
17. Harassment is against the law. It is unwanted, unsolicited, offensive behaviour, comments or displays by a person that is directed at an employee and is made on the basis of race, creed, religion, colour, sex, sexual orientation, marital status, family status, disability, physical size or weight, age, nationality, intimate personal relationship with the employee, ancestry, or place of origin, that does, or is likely to cause offense or humiliation to any employee. Personal harassment may, in some circumstances, constitute a threat to the health or safety of the employee.
- 18.
19. Personal harassment can, without limiting, include such things as derogatory comments, jokes, teasing, threats, sound effects, innuendoes, displaying of offensive pictures or cartoons, or physical assault made on the basis of one of the prohibited grounds of personal harassment listed previously.
- 20.
21. Personal harassment is coercive and one-sided, and leaves one of the parties feeling negative about the experience. When an employee is treated as a member of a "classification" rather than as an individual, personal harassment has occurred.

Personal harassment may occur either at or away from the usual workplace and could be either on a one-time basis or in a continuous series of incidents. It could involve offensive behaviour by superiors, peers, or subordinates. Either male or female employees can potentially be victims of personal harassment.

Harassment is against the law. Personal harassment is not allowed in this workplace. Employees who harass co-workers or other individuals at work will be disciplined.

22. **Appraisals**
- 23.
24. A performance appraisal or assessment does not constitute harassment under this policy.

NOTE: Bullying is also an unacceptable work behaviour. For more details refer to ROM 716.00.01.

W. **PROCEDURE**

Sexual and personal harassment is considered to have taken place if a reasonable person ought to have known that such behaviour was unwelcome. If an employee feels he/she is being sexually harassed:

1. 1. Make written notes about the events leading to the incident(s) and retain all documents and materials that relate to the complaint.
2. 2. If the employee feels able, tell the harasser that his/her behaviour is unwelcome, that the employee is embarrassed, humiliated, demeaned or otherwise bothered by what they are doing or saying, and ask him or her to stop.
3. 3. If, after asking the harasser to stop his/her behaviour, the harassment continues, report the problem to one of the following:
 - (x) Your supervisor.
 - (y) The Human Resources Department.
 - (z) The harasser's supervisor.
 - (aa) The Union (if applicable).
4. 4. If the employee wishes to file a formal complaint, this should be directed to the General Manager or the Human Resources Manager. The employer will assist that employee in making that complaint. The employee has a right to:
 - (a) File the complaint and have it dealt with promptly, without fear of embarrassment or reprisal.
 - (b) Have a person of their choice accompany them during the process, or represent them during the process. This person may be a colleague.
 - (c) Make sure that no record of the complaint is placed on their personnel file, as long as it was made in good faith.
 - (d) Be informed about the progress of the complaint.
 - (e) Be informed about the type of corrective measures that will result from the complaint.
 - (f) Receive fair treatment.

X. DEALING WITH A COMPLAINT

1. Once a complaint is received, it will be kept strictly confidential. The names of the complainant or the alleged harasser, or any circumstances related to a complaint will not be disclosed to anyone, except as is necessary to investigate the complaint or take disciplinary action related to the complaint or as required by law. Employees involved with a complaint will keep all information confidential, except as set out above.
2. It is the responsibility of all people involved in the harassment resolution process to be independent, objective and free of conflict of interest.
3. An investigation will be undertaken immediately and all necessary steps taken to resolve the problem.
4. The complainant and the alleged harasser will both be interviewed along with any individuals who may be able to provide relevant information. All information gathered will be kept in confidence.
5. A report will be completed within fifteen (15) working days of commencing the investigation. If more time is required, all parties will be notified.
6. If the investigation reveals evidence to support the sexual and personal harassment complaint, the harasser will be disciplined appropriately. Such discipline may include a written reprimand, suspension or dismissal, and the incident will be documented in the harasser's file. No documentation whatsoever will be placed in the complainant's file where the complaint is filed in good faith, whether the complaint is upheld or not.
7. Regardless of the outcome of a sexual and personal harassment complaint made in good faith, the employee lodging the complaint, as well as anyone providing information will be protected from any form of retaliation by either co-workers or superiors. This includes demotion, unwanted transfer, denial of opportunities for advancement, as well as harassment of the individual as a result of his/her having made a complaint or having provided evidence regarding a complaint.

Y. RIGHTS OF ACCUSED

The person accused of harassment will have to participate in the ensuing investigation. That person may seek advice from a manager. He or she will be expected to co-operate and give their perspective on what occurred. If the investigation shows that harassment has in fact occurred, that employee will be expected to change their behaviour. Disciplinary action should be expected.

Any person accused of harassment should make notes of their version of what happened, and indicate the date and if there were any others present. He or she must respond to the complaint and attend any meeting discussing the complaint. A manager may be requested to assist in resolving the conflict.

A person accused of harassment will be informed of the complaint, and of the progress of the investigation. A person of their choice may accompany them during the process, or represent them during the process. This person may be a colleague.

Z. REMEDIES

1. Remedies for the Victim

The company will make every reasonable effort to remedy the effects of the harassment or discrimination. Remedial action could be, but is not limited to:

- An oral or written apology from the harasser and the co-operative.
- Payment of lost salary.
- Compensation for any lost benefits.

No record of the complaint, investigation or decision will go into the complainant's personal file if the complaint was made in good faith. Any unfavourable work reviews or comments that were placed in the employee's file because of the harassment will be removed.

2. Corrective Action for Harassers

Depending on the severity of the harassment, corrective action could be, but is not limited to:

- Written reprimand.
- Suspension without pay.
- Transfer, if it is not reasonable for the parties involved to continue working together.
- Demotion.
- Dismissal.
- Counselling or anti-harassment training.

If the investigation does not find evidence to support the complaint, there will be no documentation concerning the complaint placed in the file of the alleged harasser. However, if the investigation reveals harassment did occur, the incident and the discipline that is imposed on the harasser will be recorded in the harasser's file.

AA. RESPONSIBILITY OF MANAGEMENT

All management employees have been made aware of the seriousness of sexual and personal harassment. It is, therefore, the responsibility of every manager or any person supervising one or more employees to take immediate and appropriate action to report incidents of sexual and personal harassment whether brought to their attention or personally observed. Under no circumstances should a complaint be dismissed or downplayed or the complainant told to deal with it herself or himself.

Managers will:

- Treat all allegations of harassment and discrimination seriously, and investigate them promptly.
- Resolve all instances of harassment and discrimination as soon as they become evident, even if no complaint has been made.
- Strive to mitigate the effects of harassment and discrimination.
- Maintain confidentiality during the process subject to the need to discuss the matter with the complainant, harasser and any witnesses to the events.

<u>Subject:</u>	Business Ethics – Policy - ROM No. 712.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels January 2, 2004 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

BB. PURPOSE

To provide guidance to co-operative personnel in regard to acceptance of any type of incentive offered by suppliers (other than FCL).

CC. POLICY

29. To provide guidance to employees on business ethics and to help employees avoid situations which would put them in a compromising situation or in a position which would be outside the co-operative's policy. It is also intended to give employees clear guidance on what offers (gifts, incentives, etc.) or prizes are acceptable with no approval required, acceptable with approval or unacceptable.
30. To make sure employees clearly understand that dishonest or unethical behaviour will not be tolerated. Dealings by employees that are on behalf of the company must always be legal, honest, and ethical and must not compromise the company's interests, its stated policies, its reputation for the highest standards of business conduct, nor violate or contravene any applicable law or regulations. Employees must also recognize that, in addition to being contrary to this policy, some behaviour is illegal. The Criminal Code makes it an offense for an employee to demand or accept a reward or benefit in exchange for any favour relating to the company's business. It is the employee's responsibility to know whether an offer constitutes unethical behaviour and to consult with his/her Division Manager where there is any doubt involved.

DD. GENERAL

1. Incentives could be in the form of:
 - i. Premiums or prizes resulting from participating in a supplier sales promotion program.
 - ii. Gifts from the supplier offered as "supplier good will".
 - iii. Gifts offered to influence the employee to support the sales promotion programs of the supplier.
 - iv. Gifts during the Christmas season.
 - v. Trips to production plants.
 - vi. Meals paid for by the supplier.

EE. **REFUSAL**

While, as detailed in this bulletin, acceptance of some forms of benefits from suppliers are permitted, any gift or benefit, regardless of value, given with **intent to influence business transactions**, must be refused or returned to the sender with an appropriate explanation for doing so.

1. **Non Acceptable Items**

Employees must not accept any of the benefits from suppliers as detailed below:

- (bb) Cash, personal cheques or other similar incentives.
- (cc) Gifts of alcoholic beverages and cigarettes.
- (dd) Being invoiced direct for products from company suppliers.
- (ee) Use of supplier's vacation residence, rental car, recreation facility (e.g., fishing camp, ski lodge), golf fees, etc.
- (ff) Product to an employee from suppliers at lower than the suggested retail selling price.
- (gg) Any gift or sample with a substantial value (beyond \$100.00).

2. **Acceptable Items**

The following benefits are acceptable as being part of everyday business practice.

- (a) Advertising or sales promotion type items such as pens, desk items, calendars, sports bags, calculators, etc., where the value is \$100.00 or less.
- (b) Supplier paid meals.
- (c) Tickets to sporting, cultural or fund-raising events. Tickets do not include any gift of travel and accommodation to attend such events.
- (d) Samples of consumable food-type products for the purpose of testing or acquainting oneself and other employees with the product.
- (e) Supplier receptions where there is no travel involved, such as plant openings or general customer relations gatherings, e.g., supplier anniversaries, achievements, goodwill.
- (f) Supplier/industry golf tournaments (including green fees) outside of regular working hours.

31. **Acceptable With General Manager/Board Approval**

The following situations are common and are considered to be part of business activities. Under certain conditions, they are acceptable subject to approval. The employee's superior must be aware of the situation before it takes place.

- i) Trips by employees to production plants, business facilities, and other supplier functions.
- ii) Occasional acceptance of items as tickets to sporting events, theatre, etc., or participation in golf or other games, weekend fishing trips, etc., where the supplier is not a major sponsor and/or a significant number of other customers of the supplier are not involved.
- iii) Trips to specific events where the supplier is a major sponsor and a significant number of other customers are invited, e.g., major golf tournaments, World Series, Grey Cup, etc.

FF. **PRIZES OR PREMIUMS WON BY EMPLOYEES**

1. When attending meetings or functions on behalf of the co-operative, an employee may win a prize as a result of participating in the function and where no purchase of merchandise is required to earn the prize.
2. While on business, employees may become eligible to win a prize or draw as a result of travelling, belonging to a travel plan, using a credit card, or entering a contest.
3. In these cases:
 - (a) The employee will retain such draw or prize for their own personal use or benefit.
 - (b) The employee is to advise his/her General Manager to prevent any misunderstanding and the General Manager is to acknowledge receiving the information in writing to the employee.
32. Prizes or premiums won by co-operative employees in supplier draws, where the entry was based on business between the supplier and the co-operative, will become the property of the co-operative. In these cases, any taxable benefits arising from the prize or premium will be the responsibility of the co-operative.
33. Prizes or premiums won based on sales display, etc., of a supplier's product and with a value in excess of \$100.00 will become the property of the co-operative.

<u>Subject:</u>	Human Resources Policy – Miscellaneous - ROM No. 713.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels October 28, 1997 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

GG. ATTENDANCE AT MEETINGS

Staff at the request of management will attend training and information meetings during working hours at the regular rate of pay. These could be at the co-operative or at other locations.

When a per diem rate or travelling allowance is paid, the organization making the payment should be asked to forward it directly to the co-operative.

The employee will submit the regular expense account to the co-operative for any travelling costs.

HH. EXPENSES OF SPOUSE

The expenses of spouses of retail co-operative employees incurred while attending meetings, or functions of any kind, will be the responsibility of the employee concerned. Under no circumstances will travel, sustenance or other expenses be charged back to the association.

Any exception to this policy must have the direct approval of the General Manager.

II. JURY OR WITNESS DUTY

Employees will be paid their regular salary while serving on jury duty or if subpoenaed as a witness to a Court of Law.

The per diem allowance received will be given to the co-operative.

The per diem allowance is taxable income. The co-operative will make the necessary tax adjustments.

JJ. **PARTICIPATION ON BOARD**

An employee of the retail where employed is not eligible to stand as a candidate for the Board of Directors.

An employee may become a member of the Board of Directors of a sister co-operative of which they are a member. They must have prior approval of the Board of Directors before accepting position of President.

KK. **CASH GIFTS INCENTIVES**

Employees will not accept any bonus or remuneration in the form of cash or personal cheques, from any company or individual with whom they transact business. ROM 116.00.01 describes this in more detail.

LL. **EXTRA CURRICULAR ACTIVITIES**

34. **Limitations**

- (hh) No employee may have a monetary interest in or engage in any business or profession, which provides goods, merchandise or services to the co-operative.
- (ii) The employee may invest in shares, bonds or debentures of public owned companies.
- (jj) No employee may engage in extracurricular activities which hinder them from satisfactorily carrying out their duties.

Subject:	Human Resources Policies – Alcohol at Co-op Sponsored Events - ROM No. 714.00.01
Effective Date:	November 1, 2008 (cancels October 28, 1997 bulletin)
Reviewed:	November 1, 2008
Issued By:	Human Resources Division
Applies To:	Retails in the Co-operative Retailing System

MM. **PURPOSE**

To provide guidelines for a uniform approach to the serving of alcohol at company functions. It is our intention to exercise control and promote moderation in all cases. The utilization of a designated driver program or the provision of transportation or transportation subsidies is encouraged when practical in any of these situations.

NN. **POLICY**

35. **Membership**

For any social functions organized by the co-operative for its membership:

- i) Reception periods preceding banquets will be limited to 45 minutes.
- ii) There will be cash bars only, no complimentary service.
- iii) Wine service will continue 15 minutes after the call for the banquet.
- iv) Bars will close one-half hour before the termination of the planned activity.
- v) ID relative to age limits will be enforced by the bartenders.

36. **Board**

For any events organized for or by the Board:

- (a) Reception periods preceding banquets will be limited to 45 minutes.
- (b) There may be either cash or complimentary bar service.
- (c) ID relative to age limits will be enforced by the bartenders.

37. **For Any Marketing Events Organized by the Co-operative**

i) **Hospitality Functions/Banquets – Shows, Expositions, Awards, Department Meeting:**

- Reception periods prior to banquet service will be limited to 45 minutes.
- There may be either cash or complimentary bar service.
- Wine service will continue 15 minutes after the call for the banquet.
- Bus service may be provided if required.
- If the function has a cash bar, there will be no more than 2 free drinks per participant.
- Bars will close one-half hour before the termination of the planned activity.

- No employee to be provided in excess of 2 free tickets.
- ID relative to drinking age will be forced by the bartenders.

ii) **Dismantling Shows and Expositions:**

In the time period immediately preceding the dismantling and packing of shows and expositions, suppliers' representatives may be offered alcoholic beverages as follows:

- When show floor is available for packing up, bar service will discontinue.
- A maximum of 2 free tickets.
- No employee to be provided in excess of 2 free tickets.
- Only beer, coolers and pop will be served. No hard liquor.
- ID relative to drinking age will be enforced by the bartenders.

38. **For Any Staff Events Organized by the Co-operative**

i) **Banquets/Socials:**

- Organizers of these events are required to encourage designated driver programs or provide a transportation subsidy.
- Reception periods preceding banquets will be limited to 45 minutes.
- There will be cash bars only, no complimentary service.
- Wine service will continue 15 minutes after the call for the banquet.
- Bars will close one-half hour before the termination of the planned activity.
- ID relative to age limits will be enforced by the bartenders.

39. **Other**

- i) The co-operative does not encourage the use of alcohol but under certain circumstances permits its moderate use at company expense.
- ii) The co-operative will pay for liquor when it is taken with meals and involves business associates.
- iii) The co-operative will not pay for liquor if the participants are other retail co-op employees, or employees of FCL.

<u>Subject:</u>	Violence – Policy - ROM No. 716.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels January 2, 2004 bulletin)
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OO. **GENERAL**

The co-operative, as a means of ensuring the safety and well-being of all employees, shall adopt measures to prevent violence in the workplace.

PP. **DEFINITION OF VIOLENCE**

"Violence" is defined as the attempted, threatened or actual conduct of a person that causes or is likely to cause injury, and includes any threatening statement or behaviour that gives an employee reasonable cause to believe that the employee is or will be at risk of injury.

"Violence" also includes bullying. This includes, but is not limited to the following behaviour: Persistently and excessively criticizing an employee's work without justification; spreading malicious rumours; belittling an employee's opinions; spying on or stalking an employee; tampering with an employee's desk, work space or belongings; intentionally excluding or ignoring an employee; undermining or sabotaging an employee's work.

Incidents of violence may not necessarily occur on the job site. Incidents are considered workplace violence if they arise out of the workers' employment. In all cases, workplace violence is unacceptable conduct and is prohibited.

QQ. **COMMITMENT TO PREVENTION OF VIOLENCE IN THE WORKPLACE**

The co-operative recognizes the potential for violent acts or threats directed against its employees by other persons. The co-operative, in co-operation with its employees and its occupational health and safety committees, has endeavoured to develop procedures that will eliminate the risks of violence to its employees.

The co-operative has initiated and will continue to promote awareness of workplace hazards and employee training in the proper procedures for protection of employees from acts or threats of violence.

Employees are expected to be committed to the prevention of violence by following the procedures developed and implemented for their protection and by immediately reporting all incidents of violence.

RR. **RISKS OF VIOLENCE**

The job duties of an employee and the location of a work station may affect the risk of violence occurring. Employees who have more regular contact with the general public are at the greatest risk (e.g., staff working in the areas of sales floor reception, security, receiving, customer service, credit, human resources, and handling cash).

Where a supervisor suspects that there may be a risk of violence in conducting a performance review or disciplinary meeting with an employee, the respective department manager shall be notified and that person should take part in the interview.

SS. **PROCEDURES TO FOLLOW**

In Alberta, conduct a workplace review under the “Working Alone” program. Kits are available from Alberta Human Resources, or from Federated Co-operatives Limited.

The co-operative will advise employees of any specific individuals whom they may encounter in the course of their work who are known by the co-operative to have a history of violent behaviour (provided disclosure is not prohibited by law).

TT. **FOLLOW-UP TO INCIDENTS**

Employees have an obligation to promptly report to their manager or supervisor any and all incidents of violence, including threats as well as physical acts of violence.

Attached to this policy is a copy of the **Violent Incident Report Form** (*Appendix A*) which is to be completed as soon as possible after any incident of violence in the workplace. Once a complaint is received it will be kept strictly confidential. The names of the parties involved or any circumstances related to a complaint will not be disclosed to anyone, except as is necessary to investigate the complaint or take disciplinary action related to the complaint or as required by law. Staff involved with a complaint will keep all information confidential, except as set out above.

UU. **TRAINING**

40. Supervisors shall immediately investigate the reported incident of violence. A copy of the “Violent Incident Report Form” and the supervisor’s investigation report (together with any recommendations for changes to procedures for the prevention or minimization of repeat incidents) shall be provided to the General Manager, the Co-chairs of the local Occupational Health & Safety Committee and Workers’ Compensation officials (if appropriate). A report will be completed within fifteen (15) working days of commencing the investigation. If more time is required, all parties will be notified.
41. It is the responsibility of all people involved in the investigation process to be independent, objective, and free of conflict of interest.
42. Any employee who has been affected by violence may choose to consult a physician. The involvement of Employee Assistance Committee (if applicable) members are encouraged in order to assist with referrals to the appropriate helping agency or individual.
43. Federated Co-operatives Limited has established a training program on dealing with violence in the workplace that includes:
 - (d) How to recognize potentially violent situation.

- (e) The procedures, work practices, employee responses and administrative arrangements that have been developed to minimize or eliminate the risk of violence to employees.
- (f) The procedures for reporting violent incidents.

44. Employees will be expected and/or required to take this training periodically as part of the joint commitment of the co-operative and its employees to keep the workplace safe for everyone.

45. Attached to this policy is a copy of **What All Clerks Should Know** (*Appendix B*) and **Violence Prevention Procedures in Case of Robbery** (*Appendix C*) which are to be distributed and reviewed with all front-line staff.

VIOLENT INCIDENT REPORT FORM							
1. General Information							
Date of Incident:		Time: ____ a.m. ____ p.m.					
Name:		Job Title:					
Shift:		Department:					
Location of incident at _____							
____ Parking Lot ____ Work Station ____ Stockroom ____ Counter/Reception Area ____ Other (Please Specify) _____							
Type of Assault:							
<input type="checkbox"/> Verbal <input type="checkbox"/> Threat <input type="checkbox"/> Pushed <input type="checkbox"/> Scratched <input type="checkbox"/> Bitten <input type="checkbox"/> Struck <input type="checkbox"/> Kicked <input type="checkbox"/> Other (Please Describe)							
Police called?		Advised to consult a doctor or EAP?					
<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes(EAP) <input type="checkbox"/> No (EAP) <input type="checkbox"/> Yes (Dr.) <input type="checkbox"/> No (Dr.)					
Medical attention, first-aid obtained?		WCB forms completed?					
<input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Yes <input type="checkbox"/> No					
Investigation conducted?							
<input type="checkbox"/> Yes <input type="checkbox"/> No						Report filed with General Manager?	
<input type="checkbox"/> Yes <input type="checkbox"/> No						<input type="checkbox"/> Yes <input type="checkbox"/> No	
Action Taken:							
2. Information about the Suspect							
<input type="checkbox"/> Customer/Supplier <input type="checkbox"/> Ex-Employee <input type="checkbox"/> FCL Employee <input type="checkbox"/> Delivery Person <input type="checkbox"/> Retail Employee							
<input type="checkbox"/> Other (Specify) _____							
Name of and Address of Suspect if known:							
3. Other Information							
Was the suspect involved in previous violent incidents? <input type="checkbox"/> Yes <input type="checkbox"/> No							
Are measures in place to prevent a reoccurrence? <input type="checkbox"/> Yes <input type="checkbox"/> No							
Please provide any other information that you think is relevant:							

What All Clerks Should Know

Robbery Prevention Standards

KEEP THE CASH REGISTER FUND TO A MINIMUM.

- Drop all \$10 and \$20 bills as soon as you receive them.
- Advertise the policy and let customers see you making drops.
- Ask customers for exact change or the smallest bill possible.
- Keep bait money (several bills with recorded serial numbers) in the cash tray for positive identification in the event of a robbery.

KEEP THE SALES COUNTER IN CLEAR VIEW FROM OUTSIDE THE STORE.

- Move any posters or displays that block the registers from view outside.
- After dark, remove any displays a robber could possibly hide behind.
- Make sure you can see out and the police or passerby can see in.

MAKE THE STORE ATTRACTIVE TO CUSTOMERS, UNATTRACTIVE TO ROBBERS.

- Keep the store neat and clean.
- Keep it well stocked.

GIVE A FRIENDLY GREETING TO EVERYONE WHO ENTERS THE STORE.

- Look them directly in the eyes.
- Ask persons alone if they need assistance. Customers like the attention and robbers don't.
- Ask the customer ahead of someone suspicious, "Are you together?" The customer will usually turn around to look at the person and then may be able to help make an identification.

SPOT POSSIBLE HIDING PLACES OUTSIDE THE STORE.

- Notice possible escape routes from the store.
- Locate outside phone booths or other hiding places.
- After dark, observe lighting and dark corners.

KEEP ALERT AT ALL TIMES.

- Notice what is going on outside the store.
- Be aware of cars parked across the street or off to one side of the lot.
- Look for anyone who may be watching the store or loitering in or around it.
- If they do not leave, call the police and ask for a patrol check.

TAKE EXTRA PRECAUTIONS AFTER DARK.

- Drop money into your safe. Don't hide it in a drawer or under the counter.
- Check each night to see that outside lights are on and working.
- Operate one register late at night through early morning. Open the empty unused register drawer and tip it for display.
- Run an "empty register"just \$5's, 2's and change.

Violence Prevention Procedures in Case of Robbery

Do:

OBEY THE ROBBER'S ORDERS.

- Robbers seldom hurt people who co-operate with them.
- Let the robber know that you intend to obey.
- If you are not sure of what the robber is telling you to do, ask.

TELL THE ROBBER ABOUT ANY POSSIBLE SURPRISES.

- If you must reach for something or move in any way, tell the robber what to expect.
- If someone is in the back room or is expected in the store, tell the robber.

KEEP IT SHORT AND SMOOTH.

- The longer the robbery takes, the more nervous the robber becomes.
- Handle the entire procedure as if you were making a sale to a customer.
- The average robbery takes less than two minutes.

STAY CALM.

- Keep calm and observe what the robber looks like and what he is wearing. Remember exactly what he says.
- Try to note the robber's exact height (from height marker) as he exits the store (if it is safe to do so).

CALL THE POLICE.

- Always keep emergency numbers near the phone.
- Call the police (911) and don't hang up until they tell you to do so.
- Protect the crime scene. Discontinue business until the police are finished. Don't touch any evidence.
- Call your employer as soon as possible.

Don't:

DON'T ARGUE WITH THE ROBBER.

- Give him all the cash and merchandise he wants.
- Once the robbery has started, it is too late for the robber to change his mind.

DON'T FIGHT THE ROBBER.

- The money isn't worth risking harm to you.
- Trying to attack an armed robber is foolhardy, not heroic.

DON'T USE WEAPONS.

- No weapons should be kept in a store. The robber's weapon is already one too many.

DON'T CHASE OR FOLLOW THE ROBBER.

- To chase a robber is to invite violence.
- The police, too, could shoot, mistaking you for one of the robbers.

DON'T ESTIMATE THE AMOUNT OF THE LOSS.

- If you are certain of the exact amount, tell the police. Don't make guesses.

Source: Information reproduced with the permission of 7-Eleven Stores.

I\HUMAN RESOURCES\FORMS\Robbery Prevention Forms

<u>Subject:</u>	Dress Code/Grooming – Policy - ROM No. 717.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels August 28, 2001 bulletin)
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

POLICY

This co-operative prides itself in being a professional business environment. To that end, it is our policy that employees must reflect that image by consistently maintaining a proper standard of dress and grooming.

Employees of the co-operative must abide by the uniform policy as adopted by the co-operative.

The following guidelines are provided:

1. **Dress Code**

(a) **Front Line Staff:**

- Assigned uniforms (as per the co-operative's policy on uniforms) are mandatory.
- Uniforms must be kept clean, pressed, and in good repair.

(b) **Maintenance, Receiving, and Other Similar Positions:**

- Uniforms, coveralls, and safety dress including shoes where they are required.
- Clean clothing in good repair; otherwise, as long as it meets safety regulations.

(c) **Office:**

- Acceptable dress for female employees would include: a skirt or pant suit; a conservative dress; a blazer dress; a blazer or jacket with co-ordinating dress, skirt, or pants; a blouse and co-ordinating skirt or pants; a sweater and co-ordinating skirt or pants; or dress shorts worn with co-ordinating jacket, blouse, or sweater and hosiery.
- Acceptable dress for male employees would include: a suit with shirt and tie; a blazer or jacket and co-ordinating slacks with shirt and tie; a shirt and tie with co-ordinating slacks; or a sweater with co-ordinating slacks.

(d) **For All Staff:**

- Leisurewear or clothing designed for social occasions is inappropriate in the business place. This includes jogging suits, low-cut necklines and garments that are too short or too tight.
- All employees must wear footwear that is both seasonally and departmentally appropriate. Inappropriate footwear could include exercise shoes, casual/beach sandals, tennis shoes, clogs, and work boots (unless required for safety reasons).
- Where required, safety footwear and protective clothing (as per the co-operative's policy) is mandatory.

2. **Grooming**

- (a) All employees while on the job, must follow good personal hygienic habits.
- (b) Hair must be clean, trimmed, and in conformity with a professional business environment.
- (c) Moderate use of perfume, after shave, and other fragrances is permitted.
- (d) Visible jewelry must be appropriate to a professional business environment.
- (e) Employees working in departments where uncovered food is handled or in areas where equipment may pose a health and/or safety risk must comply with the standards outlined by Occupational Health and Safety and the *Public Health Act*. These standards relate to hair, makeup, nail polish, facial hair, and jewelry.

3. **A Final Word**

Good business grooming is a matter of “common sense”. Certainly, there are exceptions to some of the items listed above; however, an exhaustive list of “can” and “cannot”s will not be prepared. We trust individuals to use good judgement and supervisors to provide guidance when necessary. If an employee or supervisor is at all in doubt, please consult with your department manager, Human Resources, or the General Manager.

<u>Subject:</u>	Personal Information Protection, Privacy – Policy - ROM No. 718.00.01
<u>Effective Date:</u>	November 1, 2008 (cancels January 2, 2004 bulletin)
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<u>Applies To:</u>	Retails in the Co-operative Retailing System

PURPOSE

The purpose of this bulletin is to outline the Privacy policies for individuals, which are to apply to retail co-operatives comprising the Co-operative Retailing System.

VV. DEFINITIONS

1. “Personal Information” is defined as “information about an identifiable individual” (e.g., the individual’s race, ethnic origin, colour, age, marital status, religion, education, medical information, criminal record, employment history, financial records, address, telephone number, e-mail address, Social Insurance Number, fingerprints, blood type and tissue or biological samples).
- 2.
3. “Personal Information” should specifically exclude information shared with other co-operatives or individuals related to Human Resources related activities.
4. Personal information about an identifiable individual does not include name, title or business address or business telephone number of an employee.
5. “Commercial Activity” is any activity that is of a commercial character (i.e., sales, purchases, leases, barter and exchanges, etc.).
6. “Consent” is defined as “voluntary agreement with what is being done or proposed”. Consent can be either expressed or implied. Express consent is given explicitly, either orally or in writing.

WW. GENERAL

In a Co-operative (the Co-op), privacy in the collection, use and disclosure of personal information is important. This applies to personal information collected, used and disclosed in the course of commercial and employment activities.

The Co-op will govern itself in accordance with the following ten (10) interrelated privacy principles which are based upon Canada’s *Personal Information Protection and Electronic Documents Act*:

1. Accountability
2. Identifying Purposes
3. Consent
4. Limiting Collection
5. Limiting Use, Disclosure and Retention
6. Accuracy
7. Safeguards
8. Openness
9. Individual Access
10. Challenging Compliance

The General Manager is designated as the individual who will be accountable for ensuring that the Co-op complies with the Ten Privacy Principles (Chief Compliance Officer). Other individuals within the organization may be accountable for the day-to-day collection and processing of personal information or to act on behalf of the Chief Compliance Officer.

XX. **PRACTICES**

The Co-op will adopt the following practices in compliance with the Ten Privacy Principles:

1. The Co-op will obtain an individual's consent prior to collecting, using or disclosing personal information from or about the individual, except where required or permitted by law.
1. 2. The Co-op will disclose to the individual the reason the Co-op is collecting the personal information before or at the time it is collected, how the Co-op intends to use this information and how the Co-op will obtain the individual's consent to such use.
2. 3. The Co-op will disclose to the individual the names or classes of persons to whom the Co-op intends to disclose the personal information and how the Co-op intends to obtain the individual's consent to the disclosure of such information.
3. 4. The Co-op will implement a system to record personal information collected, the individual's consent, the uses to which the individual has consented, the persons to whom personal information may be disclosed, and other matters such as how the Co-op obtained consent, any withdrawal of consent, any legal or contractual restrictions an individual has placed on withdrawal of consent, and the implications of withdrawal of consent with respect to any use of the information.
4. 5. The Co-op will avoid collecting personal information indiscriminately or through deception.
5. 6. The Co-op will implement security measures and safeguards appropriate to the sensitivity of the personal information to ensure the protection of the personal information (i.e., use computer passwords, locked filing cabinets, restricted access areas, etc., if appropriate).
6. 7. The Co-op will set up a process by which an individual may request and have access to information about:
 7. (g) whether the Co-op has any of that individual's personal information;
 - (h) what personal information the Co-op has about an individual;
 - (i) how the Co-op has used the individual's personal information;
 - (j) names of persons to whom the Co-op has disclosed the individual's personal information; and
 - (k) policies and practices.
8. The Co-op will set up procedures to respond to complaints from individuals about their personal information and to inform complainants of the existence of the Co-op's complaint procedure.
9. The Co-op will investigate complaints made about an individual's personal information and if a complaint is justified, take action to remedy the complaint.
10. The Co-op will ensure that personal information under its control will only be transferred to third parties that provide a level of protection that is comparable to the Co-op.

11. The Co-op will not punish an employee for:

- (a) reporting the Co-op to the Commissioner for contravening the *Act*;
- (b) refusing to do anything that would contravene the *Act*; or
- (c) taking action to prevent the Co-op from contravening the *Act*.

This protection prohibits dismissal, suspension, demotion, discipline, harassment, disadvantage or other denial of the benefits of employment by the Co-op.

YY. **GUIDELINES FOR ACCESS AND RECTIFICATION REQUESTS**

46. **Access Requests**

1. 2. The Chief Compliance Officer or designate will have 30 days from the date of a written request to respond to the request. In exceptional circumstances, the Co-op may advise the requester in writing of the need for an extension of a further 30 days.

3.

4. Once an access request has been made, the Co-op is prevented from disposing of personal information that is the subject of a request until such time as the request is fully resolved and any appeal period has expired (i.e., where the Co-op denies the request).

5.

6. **Grounds for Denial or Restriction**

7.

(l) Providing access would likely reveal personal information about a third party unless such information can be severed from the record of the third party consents to the disclosure, or the information is needed due to a threat to life, health or security.

(m) The personal information has been requested by a government institution for the purposes of enforcing any law of Canada, a province or a foreign jurisdiction, carrying out any investigation related to the enforcement of any law, the administration of any law, the protection of national security, the defence of Canada or the conduct of international affairs.

(n) The information is protected by solicitor-client privilege.

(o) Providing access would reveal confidential commercial information, provided this information cannot be severed from the file containing other information requested by the individual.

(p) Providing access could reasonably be expected to threaten the life or security of another individual, provided this information cannot be severed from the file containing other information requested by the individual.

(q) The information was collected without the knowledge or consent of the individual for purposes related to investigating a breach of an agreement or a contravention of the laws of Canada or a province.

(r) The information was generated in the course of a formal dispute resolution process.

Access Granted

The Chief Compliance Officer or designate should ensure that all copies of files, all multi-media files, all physically dispersed files and all derivative files are taken into account before supplying access to the requester.

The Co-op is permitted to copy personal information and provide the copy to the requester. The company is not obligated to allow the requester access to the original file. If the Chief Compliance Officer or designate chooses to allow access to the original file, such access should only be provided under supervision.

Any reasonable expenses incurred by the company in providing access to personal information may be charged to the requester (e.g., transcription costs and other administrative costs). The requester must be made aware up-front of any costs payable by them in granting their access request.

Access Denied

If the company refuses access to information, the Chief Compliance Officer or designate will give the reasons in writing, except where prohibited by law, and inform the requester of his/her recourse which is to take the dispute to the Privacy Commission.

2. Rectification Requests

- i)
- ii) The law allows any person to have corrected any inaccurate or incomplete personal information contained in a file concerning him/her. The person concerned can also have deleted any information which is obsolete or not justified by the object of the file or may even formulate comments in writing and ask that this be incorporated in the file. Additionally, any information that was not collected under the authority of the law may also be deleted upon request from the person concerned.

iii)

ZZ. GUIDELINES FOR COMPLAINTS AND INQUIRIES

1. Complaints

- iv)
- v) All complaints regarding compliance with this policy, as well as the provisions of the *Personal Information Protection and Electronic Documents Act*, shall be directed in writing to the attention of the Chief Compliance Officer.
- vi)

(a) Investigation

The Chief Compliance Officer or designate will investigate all complaints and render a decision in writing within 30 days of receipt of the complaint.

(b) Complaint Justified

The Co-op will take appropriate measures to redress the complaint including, where necessary, an amendment to this policy or any practice.

(c) Complaint Not Justified

The Co-op will inform the complainant in writing of its decision and will inform the complainant of their right to complain to the Privacy Commissioner.

2. Inquiries

All inquiries as to the Co-op's policies and practices relating to the management of personal information must be directed to the Chief Compliance Officer or designate. The Chief Compliance Officer or designate will respond to such inquiry as soon as practical.

3. **Implementation**

The Co-op will analyze personal information handling practices to ensure compliance with the Ten Privacy Principles on an annual basis.

<u>Subject:</u>	Internet and Email Usage - ROM No. 719.00.01
<u>Effective Date:</u>	November 1, 2008
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

The Co-operative has established an Internet connection and provided Email services to many of its employees. This policy will provide guidelines for access and acceptable use of those services.

A. **POLICY**

1. Access to the Internet and/or the provision of Email will be provided from Co-operative-owned equipment and software and administered by the co-operative. Authorization to use Email or the Internet is approved by the General Manager and is granted to a job position for the purpose of completing tasks related to the position.
2. The Internet and Email are to be used for business purposes only. Access to the Internet and/or Email is provided in order to enhance the business process. The equipment and software used, and the actual Email message are all Co-operative property and as such are not to be used for personal or non-business related purposes [see ROM 200.00.02 – Loss Prevention - Internal]. An exception to this rule will be made in the case of an employee that is working away from the Retail. These employees may use their computer for personal use while on the road, as long as there is otherwise compliance with the balance of this policy.
3. Email from the Co-operative is business communication and should be treated as such. Content and demeanour should be professional and courteous, complying at all times with Co-operative policies and appropriate business etiquette.
4. Internet access (Web Browsing) is to be used only as required to fulfill duties of the job.
5. Software is neither to be downloaded from the Internet nor installed on provided PC's without express approval by and assistance from the General Manager or Controller. Any unapproved software (including plug-ins) found on a PC will be considered unauthorized software and will be dealt with accordingly.
6. The use of the Co-operative's Internet connection to access, send or knowingly receive material, which may violate any Co-operative policy (e.g., pornographic, harassing or discriminatory material) will NOT be tolerated and will result in disciplinary action (see Policy No. 706.00.01 - Discipline).

B. GUIDELINES

1. Email as Business Communication

Some applicable guidelines:

(a) Business Communication

When you send an Email it is automatically identified as coming from the Co-operative, making a connection between the sender (the Co-operative) and the message. Every Email sent from the Co-operative's system is a communication on behalf of the Co-operative. Content and wording of the message should reflect that.

(b) Internal Email

Email within or between Co-operative locations is to be used only when it is the most appropriate method of communication, such as forwarding a file or document or when time is of the essence.

(c) Internet Email Etiquette

It is acceptable practice with Email, even business to business Email, to be somewhat less formal than business communication on typed memos or corporate letterhead. One needs to stick to business, but the use of first names and a somewhat more relaxed style are okay.

c.c.'s are sometimes an issue with Email. It is very easy to send copies to a group or a mailing list of people "just in case" – don't. Use the same c.c. decision process that you would use with memos or letters. No one wants to receive unnecessary Email. It forces the receiver to deal with it, even if just to read enough to know it isn't applicable, and delete it.

(d) Stick to Business and Avoid Viruses

If you stick to business and encourage your correspondents to do the same, you will immediately be suspicious of Emails that do not fit the "norm", and are potential virus carriers. (If you receive something unusual – don't open it – call the sender by phone to ensure that it's a valid message.)

(e) Confidential or Proprietary Information

Co-operative Email is generally not encrypted, and therefore could be intercepted and read or published by hackers or competitors. Do not send proprietary or confidential information in an Email or as an attachment to an Email unless appropriate measures have been taken to secure it.

2. Email Retention

Retention of Email business communications needs to have a similar decision making process applied, as would be applied to paper documents. In general, keep what could have long term significance, such as quotes or specific instructions or agreements.

Guidelines

- (a) Print and maintain as hard copy documents, all items relating to cost issues and potential risk situations (e.g., quotes, change orders, directions).
- (b) When sending documents as Email attachments, ensure that the document is dated and that the date is typed (not inserted as “today” by the system).
- (c) When working on documents, ensure that the final version is sent in a format that does not allow modification by the receiver. Use change tracking if possible during the process of developing the document to ensure that all changes can be reviewed for each version.
- (d) If multiple people are working on the same project, maintain a common folder outside of the Email system for all shared documents. Avoid duplication of data retention. Don’t retain documents both in the Email system and in a shared folder.
- (e) Organize Email retention, for example by subject or project. Keep only what is needed.
- (f) Maintain electronic records for three years after the end of the project or subject event.

3. Service Reliability

- (a) Although the Co-operative makes every effort to maintain 7/24 Email service availability, service could be interrupted at the Co-operative or at any point in the communication process. Do not assume that a message sent has been or will be received. If there is a need to confirm that a message has been delivered, request an immediate confirmation response or phone the recipient to confirm. This applies to incoming as well as outgoing messages.
- (b) The Co-operative pre-screens Emails to detect and delete Emails containing known or suspected viruses and SPAM. This could result in legitimate Emails being deleted as the result of the detection of a suspected virus or SPAM in the pre-screen process. Attachment file types known to be potential virus carriers, and which are difficult to screen for virus signatures (e.g., .exe and .zip) are also automatically deleted. If you need to receive legitimate copies of these file types from reliable sources, contact the Controller for assistance. No notifications are sent to any one when an Email is deleted for any of the above reasons.

NOTE: Internet access and Email may seem like a private activity or a person-to-person communication. However, be aware that Internet browsing activity is not anonymous and that Internet access activity and Email could be logged and archived, at either or both ends of the communication. Internet activity and Email logs may be used by the Co-operative as evidence.

<u>Subject:</u>	Drug & Alcohol Testing - ROM No. 720.00.01
<u>Effective Date:</u>	November 1, 2008
<u>Reviewed:</u>	November 1, 2008
<u>Issued By:</u>	Human Resources Division
<u>Applies To:</u>	Retails in the Co-operative Retailing System

A. BACKGROUND

1. The Co-operative is committed to the safety and productivity of all operations on behalf of employees, customers, and the communities in which it operates. The use of illicit drugs and the inappropriate use of alcohol, medications or other substances can have serious adverse effects on performance, as well as the safety and well-being of employees, customers, visitors, the general public or the environment. To ensure these objectives, the Co-operative has implemented this policy.
2. According to Policy No. 706.00.01, “Discipline”, it is a major rule violation to be involved in the “introduction or use of alcohol, intoxicating liquors or inhibiting drugs, on the Co-operative’s premises, or being under the influence of any of the above during working hours”. Personal prescriptions may be included in this prohibition if they may affect the employee’s ability to operate machinery or equipment.

B. POLICY

1. Any employee who is involved in an accident or near miss while on the work site where the use of alcohol or drugs is considered to be a potential factor, or who is believed to be unfit for duty due to the use of alcohol or drugs while on the worksite may be subject to alcohol and drug testing at the direction of the Co-operative. Testing may be conducted as part of a complete investigation into the situation, and the costs of such testing will be borne by the Co-operative.
2. All testing will be administered at a medical facility, either a clinic or hospital. The Co-operative will attempt to arrange for testing to be conducted at a location selected by the employee. The Co-operative reserves the right, however, to arrange for testing to be conducted at another location if it can be done sooner or more efficiently.
3. The tests may be done by using samples of breath, urine or saliva, depending upon what may be available at the selected facility.
4. Results of the testing will be provided to the General Manager or Human Resources Manager, and will not be disclosed to any persons not directly involved with the investigation.
5. A positive test for alcohol will be subject to discipline, as this will constitute evidence that the employee is at work under the influence of alcohol contrary to the discipline policy.
6. Notwithstanding the above, any positive test for alcohol or drugs will result in an investigation as to whether there are any addiction concerns that may require treatment or accommodation.

Medical information will be sought, preferably from the employee's physician, as to whether an addiction exists, and the steps that must be taken by the employee and the Co-operative to deal with the addiction.

If there are no addiction concerns, or if the employee refuses to provide medical information establishing the addiction or treatment program, the situation will be treated as one subject to the disciplinary process.

7. Drug and alcohol testing may also be used in the rare circumstances where it is a term of a return to work or last chance agreement, and it is necessary to ensure compliance with the terms of the agreement.
8. Pre-employment testing will not be conducted.